



ELIAS MOTSOLEDI LOCAL MUNICIPALITY



| Integrated Development Plan for 2018-2019 |





TABLE OF CONTENTS	
TABLE OF CONTENTS	
VISION / MISSION AND VALUES 1	
CHAPTER 1	3
FOREWORD BY THE HONOURABLE MAYOR	3
1. EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER	4
1.1. BACKGROUND	4
CHAPTER 2	4
2. IDP REVIEW PROCESS	4
2.1.1. BILL OF RIGHTS (CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA)	6
2.1.3. NATIONAL DEVELOPMENT PLAN – VISION FOR 2030	7
2.1.4. LIMPOPO DEVELOPMENT PLAN (LDP)	8
2.1.5 NATIONAL GOVERNMENT’S OUTCOME 9	9
2.1.7. SEKHUKHUNE 2025 DEVELOPMENT STRATEGY (SGDS 2025)	10
2.2 POWERS AND FUNCTIONS OF EMLM	11
2.3 MEC’S ASSESSMENT FINDINGS ON THE 2016/17 IDP	12
2.4. NATIONAL AND PROVINCIAL PRONOUNCEMENTS	17
2.5 INSTITUTIONAL ARRANGEMENTS [ROLES AND RESPONSIBILITIES]	19
INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP PROCESS [ROLES AND RESPONSIBILITIES]	19
CHAPTER 3	60
SITUATIONAL ANALYSIS	60
3.1. DEMOGRAPHIC ANALYSIS	60
CHAPTER 4	71
STATUS QUO	71
4.1 OVERVIEW	71
4.1.1. KPA 1: SPATIAL RATIONALE	73
4.2. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	88
4.2.1 GENERAL OVERVIEW	88

4.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT	119
4.3.1. THE ECONOMIC PROFILE OVERVIEW	119
4.4. KPA 4: FINANCIAL VIABILITY	135
4.4.1 FINANCIAL OVERVIEW (AWAITING THE DRAFT BUDGET FINALIZATION)	135
4.4.3. FINANCIAL CHALLENGES	177
4.4.4. AUDITOR GENERAL OPINION	177
4.5. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	177
KPA 6: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	188
4.6.1 OVERVIEW	188
CHAPTER 5: STRATEGY PHASE	197
CHAPTER 6: PROJECT PHASE	270
CHAPTER 7 – INTEGRATION PHASE	296
CHAPTER 8 – FINANCIAL PLAN	313
CHAPTER 9 – PERFORMANCE MANAGEMENT	316
9.1 BACKGROUND OVERVIEW	316
9.1.1 PURPOSE	316
9.14 CONCLUSION	349
ANNEXURE A: MUNICIPAL ORGANISATIONAL STRUCTURE	350
LIST OF FIGURES	
Figure 1: boundaries of the municipality	107
Figure 2: Age and gender distribution	65
Figure 3: Average household income	121
Figure 4: Employment of ages 15-64	123
Figure 5: Employment opportunities in Sekhukhune DM (2005)	123
Figure 6: % growth in employment between 1996 and 2005 (Groblersdal, Moutse and Hlogotlou Magisterial Districts)	124
Figure 7: Educational levels	116
Figure 8: EMLM growth points	68
Figure 9: The Integrated Accountability cycle as prescribed by National Treasury	72
Figure 10: Informal Settlements	124

Figure 11: Arability of soil	82	Table 20: Economic indicators	122
Figure 12: Water sources	90	Table 21: Labour force within EMLM	124
Figure 13: Refuse removal statistics	101	Table 22: The level of education	115
Figure 14: Hazards within the province and the state of hazards in the municipality	108	Table 23: Educational Facilities	115
Figure 15: Total Gross Value Added (current prices, 2005)	125	Table 24: Motema registered and unregistered erven	70
Figure 16: Total GVA (current prices, 2005)	126	Table 25: Tribal Authorities	76
Figure 18: Total GVA (agriculture) in Limpopo (2000 current prices)	127	Table 26: Land ownership	79
Figure 19: Total GVA (agriculture sector) in Sekhukhune DM	127	Table 27: Wards were affected by settlements that are not formalised:	80
Figure 22: Communication system	186	Table 28: Land cover	81
LIST OF TABLES		Table 29: Environmental challenges	87
Table 1: Legislations and policies that guide the development of the IDP5		Table 30: Water sources in EMLM	89
Table 2: Powers and Functions of EMLM	11	Table 31: EMLM Sanitation Supply to Households	90
Table 3: MEC's Assessment trends	13	Table 32: Existing Sanitation Systems	91
Table 4: 2017-2018 MEC findings	13	Table 33: Types of energy sources	92
Table 5: Internal Stakeholders	65	Table 34: Types of energy for heating and lighting	93
Table 6: External Stakeholders	66	Table 35: Road Infrastructure	96
Table 7: Stakeholder Consultation Calendar	74	Table 36: Roads and their status	97
Table 8: Community priority needs	75	Table 37: Backlog: Roads and stormwater	97
Table 9: Total Municipal Population	108	Table 38: Strategic roads of municipality	98
Table 10: Population by Ethnic Group	108	Table 39: Refuse Removal to Households Category	101
Table 11: Population by Age Group	108	Table 40: Waste management issues as provided by LEDET	102
Table 12: Household by Ethnic and Gender Group	64	Table 41: Landfill sites	103
Table 13: Language Preference within the municipality	65	Table 42: List of hazards identified	107
Table 14: The marital status within the municipality	66	Table 43: Health and social development issues	111
Table 15: Age structure	66	Table 44: Breakdown of Health Facilities	112
Table 16: Household Size	67	Table 46: Statistics on grants beneficiaries	112
Table 17: Tenure Status	67	Table 47: Aged service centres that were funded	112
Table 18: Type of dwelling per household	67	Table 53: Auditor's General opinion trends	177
Table 19: Gender and annual household income	120	Table 54: Traditional authorities, their needs and their locations	182

Table 55: Administrative Heads of Departments	184
Table 56: Departmental Core Functions	184
Table 57: Approved Institutional Policies	189
Table 58: Institutional Plans	190
Table 59: The number of personnel and trainings offered	190
Table 60: Issues dealt with by Occupational Health and Safety Unit	192
Table 61: Approved Bylaws	192
Table 62: Persons with Disabilities in EMLM	194
Table 63: SWOT Analysis	200
Table 64: Outcome Oriented Goals	203
Table 65: KPA Alignment	204
Table 66: Strategic Goals, Goal Statements and Outcomes	205
Table 67: Strategic Objectives and Programmes	207
Table 68: KPA 1: Spatial Rationale	296
Table 69: KPA 6: Municipal Transformation And Organisational Development	297
Table 70: KPA 2: Basic Service Delivery and Infrastructure Development	299
Table 71: KPA 3: Local Economic Development	303
Table 72: KPA 4: Financial Viability	304
Table 73: KPA 5: Good Governance and Public Participation	307
Table 74: Sector plan/ bylaws	310
Table 75: KPA 6: Municipal Transformation And Organisational Development	310

ABBREVIATIONS

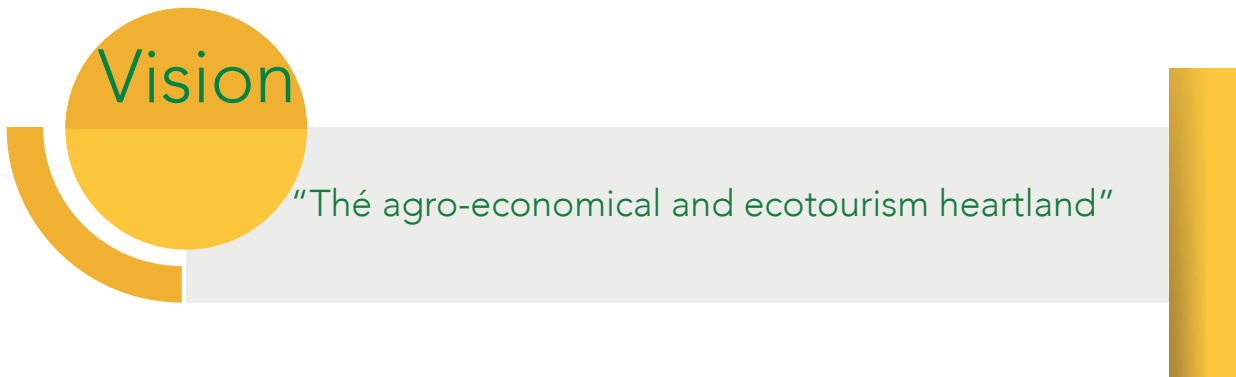
ASGISA	ACCELERATED AND SHARED GROWTH INITIATIVE OF SA
CDF	CAPITAL DEVELOPMENT FUND
CDW	COMMUNITY DEVELOPMENT WORKER
DORA	DIVISION OF REVENUE ACT
EMLM	ELIAS MOTSOLEDI LOCAL MUNICIPALITY
GAMAP	GENERALLY ACCEPTED MUNICIPAL ACCOUNTING
GRAP	GENERALLY RECOGNISED ACCOUNTING PRACTICE
IDP	INTEGRATED DEVELOPMENT PLAN
IGR	INTERGOVERNMENTAL RELATIONS
JIPSA	JOINT INITIATIVE FOR PRIORITY SKILLS ACQUISITION
LED	LOCAL ECONOMIC DEVELOPMENT
LIBSA	LIMPOPO BUSINESS SUPPORT AGENCY
LIGF	LIMPOPO INTERGOVERNMENTAL FORUM
LIMDEV	LIMPOPO ECONOMIC DEVELOPMENT ENTERPRISE
LUMS	LAND USE MANAGEMENT SYSTEM
MEC	MEMBER OF EXECUTIVE COUNCIL
MFMA	MUNICIPAL FINANCE MANAGEMENT ACT
MSA	MUNICIPAL SYSTEMS ACT, 2000
MTAS	MUNICIPAL TURN AROUND STRATEGY
NCOP	NATIONAL COUNCIL OF PROVINCES
NSDP	NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE
NT	NATIONAL TREASURY
PCF	PREMIER'S CO-ORDINATING FORUM
PMS	PERFORMANCE MANAGEMENT SYSTEM
PT	PROVINCIAL TREASURY
SALGA	SOUTH AFRICAN LOCAL GOVERNMENT ASSOCIATION
SDBIP	SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN
SDF	SPATIAL DEVELOPMENT FRAMEWORK
LDP	LIMPOPO DEVELOPMENT PLAN
NDP	NATIONAL DEVELOPMENT PLAN
WSDP	WATER SERVICE DEPARTMENT PLAN
SDM	SEKHUKHUNE DISTRICT MUNICIPALITY
LEGDP	LIMPOPO EMPLOYMENT GROWTH AND DEVELOPMENT PLAN
SDGs	SUSTAINABLE DEVELOPMENT GOALS

VISION / MISSION AND VALUES

Strategic intent refers to the purposes the organisation strives for. These may be expressed in terms of a hierarchy of strategic intent or the framework within which an organisation operates, adopts a predetermined direction and attempts to achieve its goals provided by a strategic intent. The hierarchy of strategic intent covers the vision, mission, value system, strategic goals, impact, outcomes and targets.

The organisation’s strategic intent is most important and focuses on the organisation’s plans and objectives in its day to day business. It is of critical importance to realise that even if the values and strategies are well designed and enunciated, the success would depend upon their implementation by individuals in the organisation. The strategic intent compels an organisation to reconceptualise its current business practices and articulates how the future would be worth being in the future. In essence the vision and mission statements look into the future more rigorously.

Articulating a vision is the soul-searching activity, where an organisation tries to answer the critical questions like ‘why are we here’ and ‘where are we today’? This analysis of the present is essential, because it provides the true picture of today from where we begin the journey towards the future. The vision is a compelling but not controlling force that shows us where we want to be. A strategic vision enables an organisation to focus on future success.



Mission

A mission statement reflects the way in which the municipality will conduct their everyday tasks. It describes the purpose of the municipality and the areas to focus on in order to achieve its vision. The mission addresses the objects of government as stipulated in Section 152 of the Constitution: Democratic and accountable governance, sustainable services, social and economic development, safe and healthy environment and encouraged community involvement¹.

The Elias Motsoaledi Local Municipality also reviewed its mission statement to reflect the new **vision statement and developed** the following mission statement that should provide everyone involved with the municipality (either as employee, stakeholder or community member) with the answer to justify the reason for its existence.

- To ensure provision of sustainable services
- To deepen democracy through public participation and communication
- Provision of services in a transparent, fair and accountable manner
- Provide public value for money
- To create a conducive environment for job creation and economic growth

Subsection 2 of section 152 goes further and directs the municipality further by prescribing what the municipality must strive to achieve, within its financial and administrative capacity, to achieve the objectives set out in subsection (1). The mission statement outlined above fully conforms to section 152 of the constitution as it guides the municipality towards ensuring that the mission statement adheres to the intent of the constitution for local government organisations.

The key fact about culture stands out, namely organisational value systems impact the way the organisation progresses and poses the following questions: What is important to our organisation? How are decisions made? Who is in charge? How do I relate to other employees and groups within our organisation? What behaviours are rewarded and recognised? What is compensation based upon? These are cardinal questions of which if answered honestly will define the culture of the organisation.

The value system of Elias Motsoaledi Local Municipality is articulated in the table below as follows:

Value	Description
People first	Everybody is empowered within the whole community
Transparency	Invite and encourage public sharing and democratic participation in council’s activities.
Commitment	Focus and concentrate on council’s core activities in a consistent manner.
Integrity	Conduct council’s business in a fair, responsible, flexible, equitable and honest manner.
Accountability	Report regularly to all stakeholders regarding council’s actual performance.
Environmental Conscious	Taking care of the sensitive environment to ensure that the vision is achieved.
Empowerment	To be seen to be empowering our people, knowledge is power.
Service excellence	In all aspects of conducting ourselves and our mandate, we will focus on service excellence.
Change	In order to move to a better quality life, something different needs to be done from what is being done now. In this regard change will be the main driver of doing things differently

¹ South Africa. 1996. Constitution of the Republic of South Africa, Act no 108 of 1996. Pretoria: Government Printers.

FOREWORD BY THE HONOURABLE MAYOR

CHAPTER 1

The 2018-2019 IDP review mark the second review after the council has approved a five year developmental plan during the 2016-2017 planning cycle. The IDP serves as a strategic document of the municipality. As the sphere of government closest to the people, municipalities have a particular responsibility to achieve delivery of basic services through various programmes such as roads and storm water, waste management, electrification, job creation through LED, fight poverty as well as financial sustainability. The other responsibility bestowed upon municipalities is to ensure co-ordination of programmes initiated by the National and Provincial government.

It is against this background that the municipality is embarking on a process to review the current IDP for 2018 - 2019 to achieve these outcomes. The development of various sector plans and strategies represented the first step in broadening the long term planning horizon and to position the municipality in order to maximize efficiency, effectiveness and impact of service delivery within the municipality.

In framing this IDP, the municipality was guided by some of the enduring principles of the Limpopo Development Plan (LDP) as well as guided by the changing socio-economic context, political priorities, intergovernmental engagements, stakeholder consultations and internal processes.

The municipality is geared towards holding open and honest consultations with all stakeholders and would like to appreciate the role played by the traditional leaders in the entire process. We continue to enjoy their support all the times. We also appreciate



the role played by our communities by providing the necessary input into the IDP and we take this opportunity to encourage more communities to be involved in the process of developing the IDP.

The municipality has in the previous years embarked on various development projects that include the upgrading of roads and construction of storm water drainage that will contribute in the road infrastructure development. 1208 job opportunities have been created targeting the unemployed youth and women through the CWP Programme whereas the EPWP has created 371 jobs. The EPWP programme is categorized in to the following sub-programmes: IG (incentive grant) Infrastructure, Youth in waste jobs, EMLM waste management, and IG adopt sport.

We acknowledge the work of the Municipal Manager, Senior administration, IDP unit team, in developing a strategic integrated development plan that is aligned to our budget, service delivery implementation and monitoring and evaluation processes. The development of the 2018-2019 IDP will assist the municipality in ensuring that the long term vision and outcome is achieved.

I would like to thank council for their political leadership and guidance guiding the review and drafting of the IDP.

Cllr Julia Lata Mathebe

Mayor

EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER

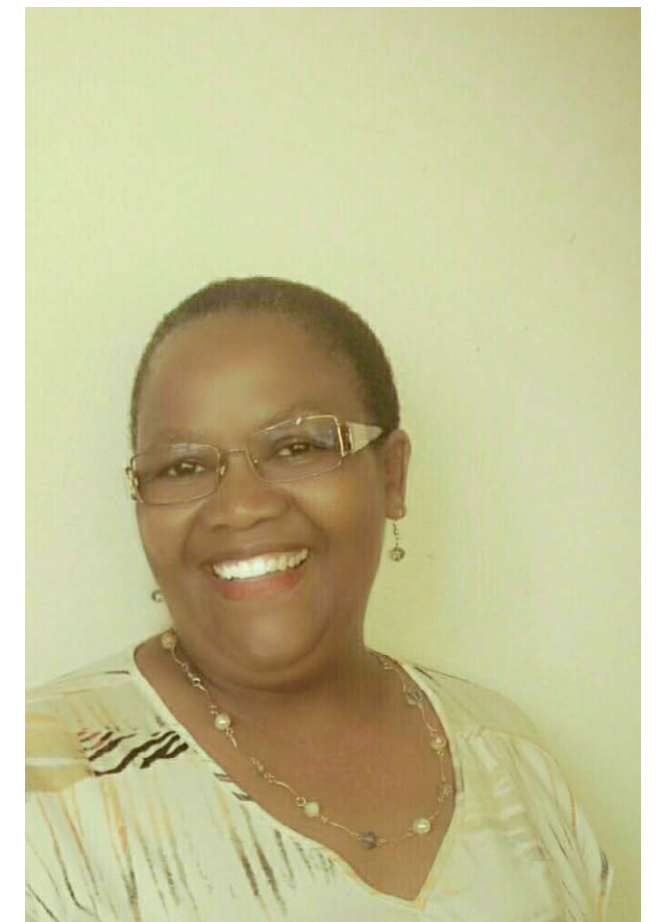
1.1. BACKGROUND

The Local Government Municipal Systems Act (MSA) No.32 of 2000 as amended, and other relevant supplementary legislative and policy frameworks require that local government structures prepare and annually review their Integrated Development Plans (IDPs). In compliance with this legislation the Elias Motsoaledi Local Municipality's IDP provides the strategic framework that guides the municipality's planning and budgeting over the next financial year.

The current IDP is an annual document which is the second review to assess and re-evaluate the municipality's development priorities and challenges and to accommodate new developments in the local governance processes. This document encapsulates the completed processes as part of the review of the IDP 2018 to 2019 for the Elias Motsoaledi Local Municipality.

The IDP development process identified a number of goals and objectives that are aimed at creating a pathway for the municipality to realise its vision. These goals and objectives are aligned to the six Local Government Key Performance Areas (KPA's) as prescribed by the National Department of Cooperative Governance and Traditional Affairs (CoGTA).

The IDP development process identified a number of goals and objectives that are aimed at creating a pathway for the municipality to realise its vision.



A photograph of a smiling man with dark skin, wearing a striped shirt, holding several bright yellow oranges. The background shows a clear blue sky and a mountain range. The image is partially covered by a semi-transparent green and yellow overlay.

CHAPTER 2

CHAPTER 2

2. IDP REVIEW PROCESS

The Municipal Systems Act of 2000, Section 35 states that an integrated development plan (IDP) adopted by the Council of a municipality is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality. The IDP process also provides an opportunity for the municipality to debate and agree on a long term vision for the development of the municipality. Among the core components of an IDP, the following matters must also be outlined in the IDP:

- the municipal Council's vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs;
- an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- the Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- the Council's development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- the Council's operational strategies;
- applicable disaster management plans;
- a financial plan, which must include a budget projection for at least the next three years; and
- The key performance indicators and performance targets determined in terms of the Performance Management System.

There is a multitude of government policy frameworks, legislation, guidelines and regulations that seek to advocate for the path, pace and direction for the country's socio-economic development as depicted in the following table.

Table 1: Legislations and policies that guide the development of the IDP

<ul style="list-style-type: none">• The Constitution of the Republic of South Africa (1996)• White paper on Local Government (1998)• Municipal Demarcations Board of 1998• Municipal Systems Act of 2000• Municipal Structures Act of 1998• Municipal Finance Management Act (2003)• Development Facilitation Act (1995)• Municipal Property Rates Act (2004)• National Land Transport Transition Act (2000)• Empowerment Equity Act (2004)• Skills Development Act• White paper on Spatial Planning and Land Use Management• White paper on Safety and Security	<ul style="list-style-type: none">• White paper on Environmental Management Policy• Millennium Development Goals• 12 Outcomes of Local Government• Integrated Sustainable Rural Development Strategy• Industrial Strategy for RSA (2001)• The National Youth Development Agency (2008)• Domestic Tourism Strategy (2004-2007)• National Development Plan 2030• Disaster Management Act 57 of 2002
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In order to ensure that there is proper alignment between the strategic direction of the municipality, it is necessary to keep the National and Provincial priorities in mind during the review of the strategic intent of the municipality. Cognisance was taken of the following legislative guidelines and developmental plans during the process of formulating the review of the EMLM IDP document:

- Constitution of the Republic of South Africa
- Sustainable Development Goals
- National Development Plan – Vision for 2030
- National Government’s Outcome 9
- Limpopo Employment Growth and Development Plan 2009-2014 (LEGDP)
- Limpopo Development plan (LDP)
- Sekhukhune Growth Development Strategy 2025 (SGDS)
- State of the Nation Address 2017
- State of the Limpopo Provincial Address 2017

Key points arising from these documents are summarised below.

2.1.1. BILL OF RIGHTS (CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA)

- The Bill of Rights is a cornerstone of democracy in South Africa. It enshrines the rights of all people in the country and affirms the democratic values of human dignity; equality and freedom.
- The state must respect, protect, promote and fulfill the rights in the bill of rights.

The rights in the bill of rights are subjected to the limitations contained or referred for in section 36, or elsewhere in the bill.

2.1.2. SUSTAINABLE DEVELOPMENT GOAL

- 1) End poverty in all its forms everywhere
- 2) End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
- 3) Ensure healthy lives and promote wellbeing for all at all ages
- 4) Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- 5) Achieve gender equality and empower all women and girls
- 6) Ensure availability and sustainable management of water and sanitation for all
- 7) Ensure access to affordable, reliable, sustainable and modern energy for all
- 8) Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all
- 9) Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation
- 10) Reduce inequality within and among countries
- 11) Make cities and human settlements inclusive, safe, resilient and sustainable
- 12) Ensure sustainable consumption and production patterns
- 13) Take urgent action to combat climate change and its impacts (taking note of agreements made by the UNFCCC forum)
- 14) Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- 15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation, and halt biodiversity loss
- 16) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- 17) Strengthen the means of implementation and revitalise the global partnership for sustainable development

2.1.3. NATIONAL DEVELOPMENT PLAN – VISION FOR 2030

The National Development Plan¹ developed by the National Planning Commission and unveiled on 11 November 2011 states that:

“South Africa can eliminate poverty and reduce inequality by 2030. It will require change, hard work, leadership, and unity. Our goal is to improve the life chances of all South Africans, but particularly those young people who presently live in poverty. The plan asks for a major change in how we go about our lives. In the past, we expected government to do things for us. What South Africa needs is for all of us to be active citizens and to work together – government, business, communities – so that people have what they need to live the lives they would like”

The plan helps us to chart a new course. It focuses on putting in place the things that people need to grasp opportunities such as education and public transport and to broaden the opportunities through economic growth and the availability of jobs. Everything in the plan is aimed at reducing poverty and inequality. Our view is that government should shift the balance of spending towards programmes that help people improve their own lives and those of their children and the communities they live in.

South Africa can become the country we want it to become. It is possible to get rid of poverty and reduce inequality in 20 years. We have the people, the goodwill, the skills, the resources – and now, a plan.

This will be achieved by prioritising the following initiatives:

Enabling milestones are:

- Increase employment from 13 million in 2010 to 24 million in 2030.
- Raise per capita income from R50 000 in 2010 to R120 000 by 2030.
- Increase the share of national income of the bottom 40 percent from 6 percent to 10 percent.
- Establish a competitive base of infrastructure, human resources and regulatory frameworks.
- Ensure that skilled, technical, professional and managerial posts better reflect the country’s racial, gender and disability makeup.
- Broaden ownership of assets to historically disadvantaged groups.
- Increase the quality of education so that all children have at least two years of preschool education and all children in grade 3 can read and write.
- Provide affordable access to quality health care while promoting health and wellbeing.

- Establish effective, safe and affordable public transport.
- Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third.
- Ensure that all South Africans have access to clean running water in their homes.
- Make high-speed broadband internet universally available at competitive prices.
- Realise a food trade surplus, with one-third produced by small-scale farmers or households.
- Ensure household food and nutrition security.
- Entrench a social security system covering all working people, with social protection for the poor and other groups in need, such as children and people with disabilities.
- Realise a developmental, capable and ethical state that treats citizens with dignity.
- Ensure that all people live safely, with an independent and fair criminal justice system.
- Broaden social cohesion and unity while redressing the inequities of the past.
- Play a leading role in continental development, economic integration and human rights.
- An economy that will create more jobs
- Improving infrastructure
- Transition to a low-carbon economy
- An inclusive and integrated rural economy
- Reversing the spatial effect of apartheid
- Improving quality of education, training and innovation
- Quality health care for all
- Social protection
- Building safer communities
- Reforming the public service
- Fighting corruption
- Transforming society and uniting the country

1 National Development Plan is available at: <http://www.npconline.co.za>

2.1.4. LIMPOPO DEVELOPMENT PLAN (LDP)

The National Planning Commission believes that the following capital investments that are relevant to Limpopo, should be prioritised:

- The upgrading of informal settlements.
- Public transport infrastructure and systems
- The construction of a new coal line to unlock coal deposits in the Waterberg,
- Development of a number of key new water schemes to supply urban and industrial centres,
- Procuring about 20 000 MW of renewable electricity by 2030.

2.1.5 NATIONAL GOVERNMENT’S OUTCOME 9

Cabinet approved government performance monitoring and evaluation system and the management for outcomes.² This includes 12 outcomes that collectively address the main strategic priorities of government.

Outcome 9, “A responsive, accountable, effective and efficient local government system”, specifically deals with local government and also needs to be aligned and integrated in other national, provincial, district priorities and strategies. The Delivery Agreement for Outcome 9³ identifies the following 7 outputs with sub outputs that are linked to Outcome 9 and are as follows:

- **Output 1: Implement a differentiated approach to municipal financing, planning and support**
 - Policy framework for differentiation
 - More autonomy to six metros and top 21 municipalities in respect of infrastructure and housing delivery
 - A focused intervention for clearly defined smaller municipalities
- **Output 2: Improved access to basic services**
 - Increased access to basic services
 - Bulk infrastructure fund established
 - Established special purpose vehicle
- **Output 3: Implement the community work programme and cooperatives supported**
 - Job creation supported through the community work programme
 - Job creation supported through the establishment of cooperatives where feasible

2 Guide to the outcomes approach, Version: 1 June 2010
3 Delivery Agreement for Outcome 9, 30 September 2010

- **Output 4: Actions supported by the human settlement outcomes**
 - Increased densities in Metro’s and large town supported
 - Land acquisition for low income and affordable housing supported
 - Informal settlements in 45 priority municipalities upgraded
- **Output 5: Deepened democracy through a refined ward committee model**
 - Review and strengthen the legislative framework for Ward Committees and community participation
 - Support measures to ensure that 90% of ward are fully functional by 2014
- **Output 6: Improved municipal financial and administrative capacity**
 - Improved audit outcomes of municipalities
 - Reduced municipal debt
 - Municipal overspending on Opex reduced
 - Municipal under spending on Capex reduced
 - Municipalities spending less than 5% of Opex on repairs and maintenance reduced
 - Improved administrative and human resource management practices
- **Output 7: Single window of coordination**
 - Review local government legislation
 - Coordinated support, monitoring and intervention in provinces and municipalities

2.1.7. SEKHUKHUNE 2025 DEVELOPMENT STRATEGY (SGDS 2025)

The SGDS 2025 identifies growth sectors to drive economic growth and social development in their entire District area. The **SGDS** is structured into three components:

- Baseline research which outlines trends analysis in various thematic issues that are considered as shaping the District’s present and future. These include a whole range of social, economic, political and environmental trends.
- Four scenarios on different types of futures that might be experienced in Sekhukhune, depending on particular choice of policy positions.
- Investment plans which details short-to-medium term priority plans to be pursued by the District.

The SGDS seeks to outline the long-term development trajectory of the area. The SGDS highlighted development areas requiring significant and targeted focus. Key to the areas threatening development interventions is water scarcity. The report on the review and update of the SGDS alludes to the contestations and sustained pressure from industry, agriculture and domestic consumption on the already overstretched basins of the Olifants and Steelpoort Rivers running through the district.

The reviewed SGDS further identifies crime as a major concern. The review highlights the high prevalence of (1) violent crime and (2) vehicle accidents and deaths caused by drunken driving in the District. Incidents of crime pose a threat to the expansion of tourism in the District. Transport is another area of concern to the implementation of development programmes in the District area. Lack of rail in the District further compounds transport challenges in the District.

As noted in the SGDS, the lack of a rail link means that the growth of the economy of the district is highly dependent on road connectivity and on quality roads. On both scores, i.e. (1) the connectivity, and (2) the quality of roads, the situation is not good, and not only posing a serious challenge to the economic development of the district, but also contributing to road deaths in the district (see Department of Roads and Transport, 2008).

The SGDS outlined rural poverty as a threat to economic growth and development. It also acknowledged the threat of climate change. Notwithstanding the concerns raised in the SGDS, the District has endeavoured to explore various proposals to guide economic growth and development in the area. EMLM has recognised the proposals presented in the SGDS and attempted to align them to the strategies in this IDP. The section on intergovernmental framework and alignment outlines EMLM contributions to the District’s IGR framework.

2.2 POWERS AND FUNCTIONS OF EMLM

The EMLM municipality was established in 2000. EMLM is a category B municipality as determined in terms of Municipal Structures Act (1998). EMLM is a municipality with a Collective Executive System as contemplated in Section 2(a) of the Northern Province Determination of Types of Municipalities Act (2000). The establishment of the municipality fulfilled the local government transformation process as articulated by the White Paper on Local Government, 1998. The White Paper envisaged the form and nature of new local government structures in the country. The new local government structures are mandated to improve the quality of life of their citizens and resident

In terms of its category B status the Elias Motsoaledi municipality has been empowered to perform the following functions as bestowed upon it by the Constitution in terms of section 156(1) and the division of powers and functions.

Table 2: Powers and Functions of EMLM

Municipal/Entity Functions		
Municipal Functions	Function Applicable To Municipality (Yes/No)*	Function Applicable To Entity (Yes/No)
Constitution, Schedule 4, Part B Functions		
air pollution	yes	
building regulations	yes	
child-care facilities	yes	
electricity and gas reticulation	Yes	
fire-fighting services	No	DISTRICT FUNCTION
local tourism	yes	
municipal airports	no	

Municipal/Entity Functions		
Municipal Functions	Function Applicable To Municipality (Yes/No)*	Function Applicable To Entity (Yes/No)
Constitution, Schedule 4, Part B Functions		
municipal planning	yes	
municipal health services	yes	
municipal public transport	yes	
municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this constitution or any other	yes	
pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and related matters	yes	
storm water management systems in built-up areas	Yes	
trading regulations	yes	
water and sanitation services limited to potable water supply systems and domestic waste water and sewage disposal systems	no	Sekhukhune District Municipality
beaches and amusement facilities	no	
billboards and the display of advertisements in public places	yes	
cemeteries, funeral parlours and crematoria	yes	
Cleansing	yes	
control of public nuisances	yes	
control of undertakings that sell liquor to the public	yes	
facilities for the accommodation, care and burial of animals	yes	
fencing and fences	yes	
licensing of dogs	no	
licensing and control of undertakings that sell food to the public	yes	
local amenities	yes	
local sport facilities	yes	
Markets	yes	
municipal abattoirs	yes	
municipal parks and recreation	yes	
municipal roads	yes	
noise pollution	yes	
Pounds	yes	
public places	yes	

Municipal/Entity Functions		
Municipal Functions	Function Applicable To Municipality (Yes/No)*	Function Applicable To Entity (Yes/No)
Constitution, Schedule 4, Part B Functions		
refuse removal, refuse dumps, and solid waste disposal	Yes(core function)	
street trading	yes	
street lighting	yes	
traffic and parking	yes	

2.3 MEC’S ASSESSMENT FINDINGS ON THE 2016/17 IDP

EMLM values the MEC’s assessment on the IDP for 2017/2018. The office of the MEC Coghsta conducted the 2017/18 IDP assessments to determine credibility of IDPs in all the municipalities. EMLM was found to have maintained the improvements gained in previous financial years. The retention of improvement was produced through concerted efforts shown by all departments within the municipality including assistance from the Provincial sector departments.

Table 3: MEC’s Assessment trends

Elias Motsoaledi			
Year	IDP Outcome	IDP-SDBIP Alignment	Overall Rating
2015/16	High	Aligned	High
2016/17	Medium	Aligned	medium
2017/18	High	Aligned	High

The below table outlines the gaps identified during the assessment of the 2017-2018 IDP document.

Table 4: 2017-2018 MEC findings

KPA	IDP PHASE	FINDINGS	RECOMMENDATIONS
Spatial Rationale	Strategies	<p>The strategies phase for spatial rationale is not satisfactory. This is true for both category b and c municipalities. hereunder are a variety of findings:</p> <ul style="list-style-type: none"> In some idps, the spatial strategies formulated do not address all the challenges highlighted in the analysis phase; There is a blanket approach to the formulation of strategies resulting in strategies that are not content specific; There are inconsistencies in terms of formulating strategies that are short, medium to long term; and There are also numerous shortcomings insofar as aligning the strategic objectives and strategies. 	<p>During the strategy phase, municipalities have to identify spatial development objectives and strategies to address the spatial challenges as highlighted in the analysis phase. here, the following should be considered:</p> <ul style="list-style-type: none"> The strategies should address key spatial challenges highlighted in the analysis phase; Formulate short, medium and long term spatial strategies; The spatial strategies have to be smart; and The spatial strategies should correlate positively with the municipal development objectives.
Basic service delivery and infrastructure development	Strategies	<p>The strategies of electricity and energy kpa is characterized by shortcomings. These include the following:</p> <ul style="list-style-type: none"> In some idps there are no strategies for electricity and energy; The strategies tend to focus on electricity only thus negating alternative sources of energy; and The lack of strategies to maintain and upgrade municipal electricity assets was noted in some idps. 	<p>Taking a cue from the electricity and energy challenges highlighted in the analysis phase, it is important to formulate strategies that seek to solve these challenges.</p> <p>Here, the following should be considered:the strategies should address all the spatial challenges as highlighted in the analysis;</p> <ul style="list-style-type: none"> Develop short, medium and long term spatial strategies; the electricity and energy strategies needs to correlate positively with the municipal development objectives; and The electricity and energy strategies have to be smart. <p>In the case wherein the municipality is not an electricity service provider the strategies should be accessed from the relevant stakeholder(s).</p>

KPA	IDP PHASE	FINDINGS	RECOMMENDATIONS
	Strategies	There are shortcomings in municipal idps with regard to formulation of appropriate public transport strategies.	<p>In response to the public transport challenges highlighted in the analysis phase, it is important for municipalities towards develop strategies to address these challenges. in this regard, the following should be considered:</p> <ul style="list-style-type: none"> • The strategies should address the key challenges • As highlighted in the analysis phase;Formulate short, medium and long term spatial strategies; • The strategies have to correlate positively with the municipal development objectives; and • The strategies have to be smart.
	Integration	The indication is that most municipalities have an integrated transport plan or are in the process of developing one.	<p>In the integration phase, municipalities should develop integrated transport plans with the following outputs:</p> <ul style="list-style-type: none"> • Specify the changes on land transport policies and strategies (for previous 5 years); • Projects and projects segments to be carried out in five years period and the cost of each project; • All modes of transport and infrastructure; • Audget and funding resources (for relevant financial year); • Public transport plan including current public transport records (cptr) and operating licence strategy; • General strategy for travel demand management; • Set out a roads and transport infrastructure provision, improvement and maintenance strategy; • Set out a strategy or plan for the movement of hazardous substances. <p>Responsibility: municipal official dealing with transport matters & the transport authority</p>

KPA	IDP PHASE	FINDINGS	RECOMMENDATIONS
Local economic development	Strategies	In general the municipal strategies for local economic development are satisfactory.	<p>In a quest to address the economic development challenges highlighted in the analysis phase, the municipalities should amongst others, develop strategies for:</p> <ul style="list-style-type: none"> • Nusiness attraction, expansion and retention; • Nromoting public-private partnerships; • Enhancing the dominant sector activities; and • Place marketing.
Financial viability	Strategies	The financial viability strategies of municipalities are satisfactory.	<p>Building on the financial viability challenges and opportunities in the analysis phase, municipalities should consider developing the following strategies:</p> <ul style="list-style-type: none"> • Strategies to improve the financial management of • the municipality; • Strategies for cost recovery and debt collection; • Strategies to attract investors; and • Strategies for external financial resource • Mobilization.
Good governance and public participation	Strategies	The strategies on good governance and public participation in the province are satisfactory.	<p>On the basis of the good governance and public participation analysis, the municipalities should develop , amongst others, strategies:</p> <ul style="list-style-type: none"> • To promote public participation; • to enhance good governance;
Municipal transformation and organisational development	Strategies	The strategies phase of municipal transformation and organizational development in the province is satisfactory.	<ul style="list-style-type: none"> • In response to the challenges in the analysis phase, municipalities should consider developing the following strategies:Capacity building (skills development) strategy; • strategy to promote employment equity; and • Employee wellness strategy.

2.4. NATIONAL AND PROVINCIAL PRONOUNCEMENTS

2.4.1. State of the Nation Address 2018

The state of the nation address as delivered by the President of the Republic of South Africa in February 2018 focused on a number of aspects that requires municipalities to consider during their planning processes: amongst other things the following were highlighted:

- To provide work experience and training to the unemployed
- To reduce the cost of living to the poor
- To eccelarate the provision of free basic services
- The creation of jobs in particular the unemplyed youth
- The improve the capacity to support black proffessionals
- To ensure that the principle of radical economic transformation is achieved.
- To contribute in the creation of a million internships in the next three years
- The empowerment of small business through incubations
- Improve financial management and the integration of projects
- Take critical steps to eliminte the spread of HIV and other related illnesses
- To introduce the youth crime prevention strategy
- To improve the support given to the NGO's and CBO's

2.4.2. State of the Province Address 2018

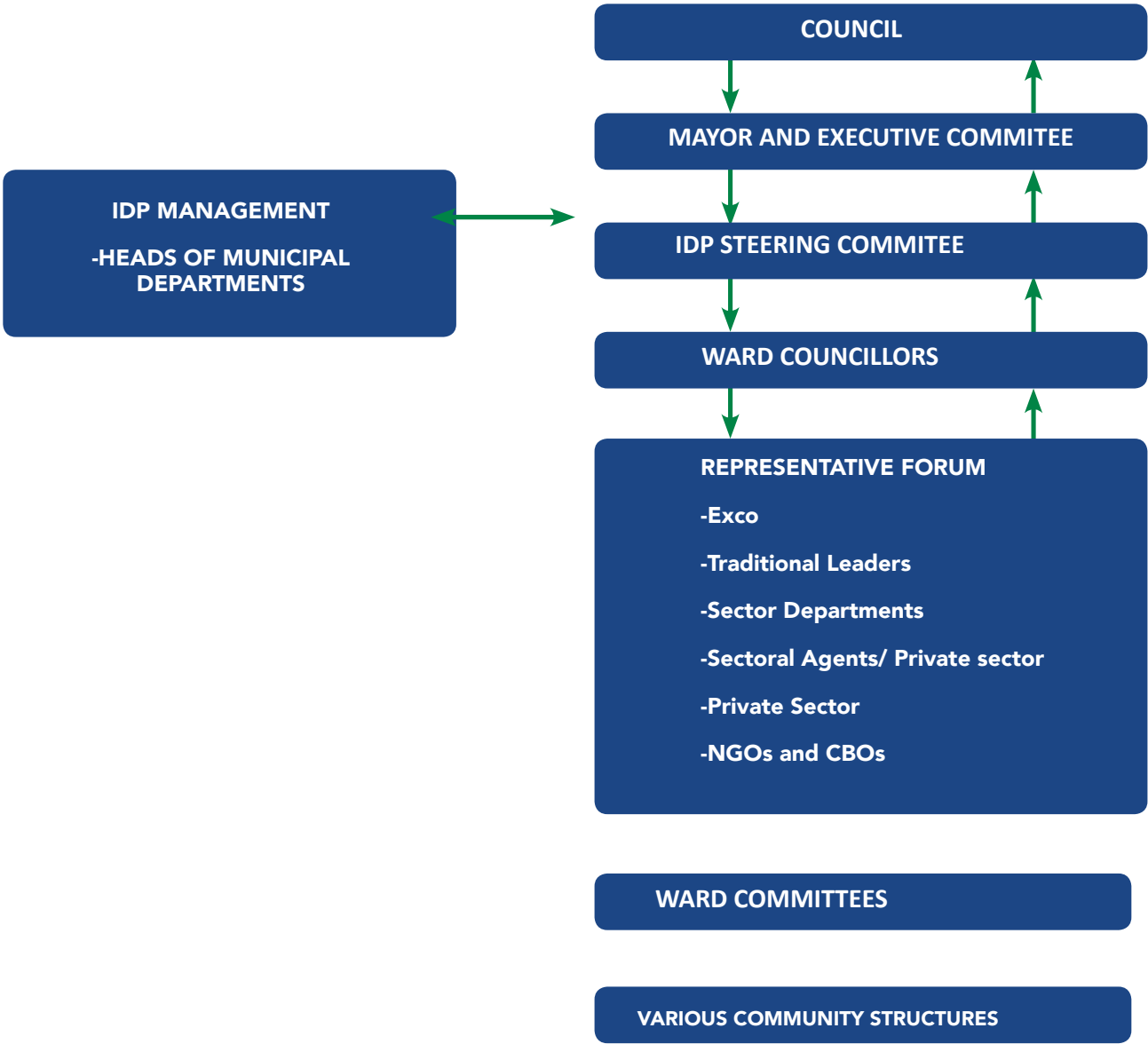
The state of the province address by the Premier stated that:

- Schools should be connected with basic services such as clean drinking water and descent sanitation
- Municipalities should to provide basic services (water,electricity,sanitation,housing
- Municipalities to improve on MIG spending
- To improve audit otcomes through the creation of a culture of honesty ,ethical business practices and good governance
- To support the traditioanal leaders
- The empowerment of young people including women
- To create job for the unemployed people
- To support the SMME's
- To strengthen HIV testing and TB screening programmes
- To introduce crime figting machanisms

2.5 INSTITUTIONAL ARRANGEMENTS [ROLES AND RESPONSIBILITIES]

INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP PROCESS [ROLES AND RESPONSIBILITIES]

The IDP institutional of EMLM



It is critical that the various IDP stakeholders are not only consulted but also fully involved in the IDP process. To achieve this, the Elias Motsoaledi has approved the specific institutional arrangements as illustrated in the table below.

Table 5: Internal Stakeholders

Stakeholder	Roles and Responsibilities
Council	<ul style="list-style-type: none">Prepare, decide on & adopt the IDP Review Process Plan.Ensure participation of all stakeholders.Develop procedures for participation and consultation.Ensure that that IDP Review is in line with all the Sector Plan requirements.Verify the alignment of the reviewed IDP report with the District framework.Approve and adopt the reviewed IDP.
Exco	<ul style="list-style-type: none">Decide on the process plan for the review.Oversee the overall co-ordination, monitoring, management of the review process.Identify internal officials and councillors for different roles & responsibilities during the review process.
Municipal Manager	<ul style="list-style-type: none">Overall Accounting Officer.Delegate roles and responsibilities for officials in the IDP Review Process.Responds to public, district and provinces on the outcome and process of the review.Ensure vertical and cross municipal co-ordination of the review.
Senior Managers	<ul style="list-style-type: none">Co-operate and participate fully in the IDP Review Process.Provide relevant departmental info budgets in the review process.Helps in the review of implementation strategies during the review.Assist the Strategic Director and Municipal Manager in preparing detailed project implementation score cards for project evaluation process.
IDP/Budget Steering Committee	<ul style="list-style-type: none">To provide technical assistance to the Mayor in discharging the responsibilities as set out in Section 53 of the MFMA

The IDP seeks to promote collaboration and coordination between all spheres of government. It provides the basis for alignment and harmonisation of all government programmes and projects in the municipal area. External roles players bring an external, objective view based on innate development experience of communities and sector departments to the planning process of the municipality. In this regard, EMLM has outlined the role of external stakeholders in the EMLM's IDP process.

Table 6: External Stakeholders

Stakeholder	Roles and Responsibilities
Communities	<ul style="list-style-type: none">Participate in the IDP Rep Forum.Assist analyze issues and predetermine project priorities.Give input and comment on the reviewed draft IDP document.Assists in addressing weaknesses in the current project implementation programmes.Serve as watch dog during the implementation of the reviewed projects & programmes.Any addition.
Provincial Government, Sector Departments and Parastatals	<ul style="list-style-type: none">Ensuring alignment of District and Local Municipalities' IDP's horizontally.Ensure sector alignment between Provincial Sector Department Plans and the IDP Review Process.Assist municipalities during the IDP Review Process.Assist the municipality financially during the review process.Provide support and monitor the municipality during the review.Study comments on the reviewed report.
Private Sector	<ul style="list-style-type: none">Participate in the IDP Rep ForumProvide support to the municipality's IDP proposed programmes

2.5.1 THE IDP REVIEW PROCESS PLAN

Section 21 (1) (b) of the MFMA prescribes that the Mayor of a Municipality must at least 10 months before the start of a financial year, table in Council a time schedule outlining key deadlines for the preparation, tabling and approval of the annual budget and also the review of the Integrated Development Plan.

The municipality approved the 2018/2019 IDP process plan on the 29 June 2017 .Below is the timetable for the IDP/ budget process for 2018/2019 Municipal fiscal year.

IDP/Budget Process Plan for the 2018-2019 financial year

MONTH	ACTIVITY	Target date
PREPARATORY PHASE		
July 2017	<ul style="list-style-type: none">Review of previous year's IDP/Budget process with MTEF included.EXCO provides political guidance over the budget process and priorities that must inform preparations of the budget.Tabling of the process plan to council structures for approval4th Quarter Performance Lekgotla	1-31 July 2017 1-31 July 2017 29 July 2017 28 July 2017

MONTH	ACTIVITY	Target date
August 2017	<ul style="list-style-type: none"> IDP steering/technical committee meeting for the presentation of the approved 2018-2019 IDP and Budget process plan Ward-to-Ward based analysis data collection Submit AFS (Annual Financial Statements) for 2016/17 to AG. Submit 2016/17 cumulative Performance Report to AG & Council Structures 	14 August 2016 15 August 2017 -17 September 2017 26 August 2017 31 August 2017
ANALYSIS PHASE		
September 2017	<ul style="list-style-type: none"> Council determines strategic objectives for service delivery through IDP review processes and the development of the next 3 year budget (including review of sector departments plans). Determine revenue projections and propose tariffs and draft initial allocations per function and department for 2018/19 financial year. Consult with provincial and national sector departments on sector specific programmes for alignment (schools, libraries, clinics, water, electricity, roads, etc). Finalize ward based data compilation for verification in December 2017. 	01 September 2017-December 2017
STRATEGIES PHASE		
October 2017	<ul style="list-style-type: none"> Quarterly (1st) review of 2016/17 budget, related policies, amendments (if necessary), any related consultative process. Collate information from ward based data. Begin preliminary preparations on proposed budget for 2017/18 financial year with consideration being given to partial performance of 2017/18. 1ST Quarter Performance Lekgotla (2016/17) 	20 October 2017 1-31 October 2017 1-31 October 2017 20 October 2017
PROJECTS PHASE		
November 2017	<ul style="list-style-type: none"> Confirm IDP projects with district and sector departments. Engage with sector departments' strategic sessions to test feasibility of attendance to planned sessions. Review and effect changes on initial IDP draft. 	1-30 November 2017
INTEGRATION PHASE		
December 2017	<ul style="list-style-type: none"> Consolidated Analysis Phase report in place IDP Steering/technical Committee meeting to present the analysis phase data IDP Representative Forum to present the analysis report 	05 December 2017 07 December 2017 12 December 2017

MONTH	ACTIVITY	Target date
January 2018	<ul style="list-style-type: none"> Review budget performance and prepare for adjustment Table Draft 2016/17 Annual Report to Council. Submit Draft Annual Report to AG, Provincial Treasury and COGHSTA. Publish Draft Annual Report in the municipal jurisdiction (website etc.). Prepare Oversight Report for the 2016/17 financial year. Mid-Year Performance Lekgotla/Review/Strategic Planning Session, (review of IDP/Budget, related policies and consultative process 	09-18 January 2018 30 January 201 15 January 2018
February 2018	<ul style="list-style-type: none"> Table Budget Adjustment (if necessary). Submission of Draft IDP/Budget for 2018/19 to Management. Submission of Draft IDP/Budget and plans to Portfolio Committees. Submission of 2017-2018 Draft IDP and Budget to EXCO 	28 February 2018 10 February 2018 19-21 February 2018 27 February 2018
March 2018	<ul style="list-style-type: none"> Council considers the 2018-2019 Draft IDP and Budget. Publish the 2018-2019 Draft IDP and Budget for public comments. Adoption of Oversight Report for 2016-2017. 	30 March 2018
APPROVAL PHASE		
April 2018	<ul style="list-style-type: none"> Submit 2018-2019 Draft IDP and Budget to the National Treasury, Provincial Treasury and COGHSTA in both printed & electronic formats. Quarterly (3rd) review of 2017-2018 budget/IDP and related policies' amendment (if necessary) and related consultative process. IDP Representative Forum meeting to present the draft IDP to various stakeholders Consultation with National and Provincial Treasury, community participation and stakeholder consultation on the draft 2016/17 IDP. 3rd Quarter Performance Lekgotla (2016/17) 	06 April 2018 28 April 2018 12 April 2018 17 April 2018 -10 May 2018 28 April 2018
May 2018	<ul style="list-style-type: none"> Submission of Final Draft IDP/Budget for 2018/19 to the Council for approval. Finalize SDBIP1 for 2018/2019. Develop Performance Agreements (Performance Plans) of MM, Senior Managers and Middle Managers for 2018/19 performance year. 	31 May 2018
June 2018	<ul style="list-style-type: none"> Submission of the SDBIP to the Mayor. Submission of 208/19 Performance Agreements to the Mayor. 	1-30 June 2018

2.5.2. IDP REVIEW PHASES

In terms of the MSA No.32 of 2000, section 34, a municipal council

- (a) **Must review** its integrated development plan
 - (i) **Annually** in accordance with an assessment of its performance measurements in terms of section 41 (1); and
 - (ii) To the extent that changing circumstances so demand; and
- (b) **May amend** its integrated development plan in accordance with a prescribed process."

The **annual review** process thus relates to the assessment of the Municipality's performance against organisational objectives as well as service delivery, taking cognisance of internal / external circumstances that might have arisen subsequent to the adoption of the previous IDP. The review and amendment process must also adhere to the requirements for public participation as articulated in Chapter 4 of the MSA (2000).

During this annual review process we need to collate a lot of information to guide us. It is therefore evident that we need to adopt a **structured approach** to ensure that we translate all this data and information in a cohesive manner that will ensure that we establish **strategic priorities / objectives** that will address the prevailing challenges and implement appropriate strategies and projects to address these problems

The process undertaken to review the comprises of five (5) phases namely

- **Phase 1: Analysis**
- **Phase 2: Strategies**
- **Phase 3: Project Identification**
- **Phase 4: Integration**
- **Phase 5: Approval**

Phase 1: Analysis

The analysis phase deals with the existing situation and encompasses an assessment of the existing level of development. It is important during this phase that the municipality understands not only the symptoms, but also the **root cause of the challenges** in order to make **informed decisions** on appropriate solutions. The importance of a comprehensive evaluation of the previous year's **Annual Report is critical**, as it articulates what was achieved in the **previous IDP cycle** and the challenges that contributed to areas of underperformance. This provides a credible benchmark/reference for the current review process. It is important to determine the priority issues because the municipality will not have sufficient resources to address all the issues identified by different segments of the community.

Phase 2: Strategies

During this phase, the municipality works on finding solutions to the problems assessed in the Analysis phase. In terms of its mandate the municipality may employ various methodologies such as a **SWOT analysis** to determine its strengths and weaknesses to leverage these factors to ensure the achievement of the **developed strategic objectives**.

Phase 3: Projects

Once strategies are formulated, they result in the identification of projects. The municipality must make sure that the projects identified have a direct linkage to the priority issues and the objectives that were identified

Phase 4: Integration

Once the projects are identified, the municipality must make sure that they are in line with the municipality's objectives and strategies, and also with the resource framework. Furthermore this phase is an opportunity for the municipality to harmonise the projects in terms of contents, location and timing in order to arrive at consolidated and integrated programme e.g. a local economic developmentA very critical phase of the IDP is to link planning to the municipal budget (i.e. allocation of internal or external funding to the identified projects) because this will ensure that implementation of projects and hence development is directed by the IDP.

Phase 5: Approval

Once the IDP has been completed, it has to be submitted to the municipal council for consideration and approval. The council must look at whether the IDP identifies the issues (problems) that affect the area and the extent to which the strategies and projects will contribute to addressing the problems. The council must also ensure that the IDP complies with relevant legislative requirements before it is approved.

Furthermore, before the approval of the IDP, the municipality must give an opportunity to the public to comment on the draft. Once the IDP is amended according to the input from the public, the council considers it for approval

One of the main features of the planning process is the involvement of community and stakeholder organisations in the process. Participation of affected and interested parties assures that the IDP addresses the real issues that are experienced by the citizens of a municipality.

2.5.3 COMMUNITY PARTICIPATION

Community participation is an integral part and the heart of integrated development planning process; hence the municipality also embarks on a programme known as the Community Consultation Programme. The municipality undertakes its own community participation programme twice in a financial year cycle. The first consultation process is done during the analysis phase wherein municipal officials meet with various stakeholders at ward level to collect service delivery data. The second consultation is conducted after the adoption of the draft IDP document of the next financial year. In addition to this engagement there are various other stakeholder meetings such as IDP Managers' Forum, IDP Rep Forum, and District Development Planning Forum which comprise a wider representation of stakeholders, ranging from business, labour, civil society, Traditional leaders, Ward committees and Councillors as well as members of the public among others. The core processes are implementation, evaluation and monitoring of the IDP programmes/projects.

Print media, EMLM newsletters and electronic media are used to inform the community of the processes of the IDP. Dates of the meeting schedules of the IDP processes and other IDP related structures including the Community Outreach Programme are clearly outlined in Table below.

Table 7: Stakeholder Consultation Calendar

	Activity	Period	Time	Venue
1	Visit All Wards (31 Wards) For Community Needs Identification Through Completion Of The Ward Development Plans	15 August 2017 -17 September 2017	A Programme To Be Developed With Specific Timeframes	A Programme To Be Developed With Clear Indication Of Venues In All Wards
2	Consolidation Of Community Needs	05 December 2017	07 H 00 To 16 H 15	Office
3	Presentation Of The Situational Analysis To The IDP Steering Committee And 1 st IDP Rep. Forum	07 and 12 December 2017	10 H 00	Committee Room
	Present The Strategic Priorities To The 1 st IDP Rep. Forum	12 December 2017	10 H 00	Chamber
4	Presentation Of Draft IDP/Budget To Council For Inputs and adoption	30 March 2018	14h00	Municipal Chamber
5	Public Notices For Inputs From The Public	31 March 2018		
6	Draft IDP-Budget Stakeholders Consultation (Magoshi's)	17 April 2018	10h00	Municipal Chamber
7	Draft IDP-Budget Ward Visits (Ward 1-31)	19 April 2018 -09 May 2018	10h00	In All Wards
8	Consolidation Of Report From Public Participation	14-15 May 2018		Municipal Manager
9	IDP Steering Committee To Discuss The Consolidation Of Projects	15 May 2018	10h00	Municipal Chamber
11	Consolidation Of Projects From Sector Departments	15 May 2018	10 H 00	Committee Room
12	Adoption Of 2016-2017 Reviewed IDP- Budget	31 May 2018	12h00	Municipal Chamber (Council)

2.5.4 COMMUNITY PRIORITY NEEDS PER WARD

The municipality's consultation process has culminated in the identification of various service delivery needs and priorities. The service delivery needs identified at various wards in the EMLM have been summarised to inform the IDP and budget processes.

EMLM would endeavour to engage with responsible national and provincial departments in ensuring implementation of projects aimed at attaining ward specific priorities. The below mentioned community needs emanates from the stakeholders engagement and community participation conducted when developing the 2017/18 IDP document. The needs tabled below are those emanating from the previous consultations including the 2016/17 consultations.

Table 8: Community priority needs

WARD	NEEDS PER WARD
1.	Clinic at Moteti B. Electrification at Slovo new stand, Oorlog, Mabose, Moteti B, New stand and Lusaka. Skip tanks in all the villages. Low level bridge at Ramaphosa. Bus stop shelters in all villages. Sport field needed. Community hall needed within the ward. Billing of water needed at Slovo Park and Moteti B. 24 hour water supply. There is a need for a pump operator. There is a need for job creation in the ward. There is a need for a library at Slovo. There is a need for a secondary school at Ramaphosa village. There is a need for a pension pay point within the ward. Satellite police station is needed within ward 01. There is a need for title deeds. Mobile clinic is needed in the following villages: Oorlog; Ramaphosa and Mabose. There is a need for VIP toilets in all the villages of ward 01. All the cemeteries in all the villages need maintenance. All the gravel roads within the ward need regular grading. Recreational centre or community hall is needed within the ward.

WARD	NEEDS PER WARD
2.	Land care.
	Upgrading of Moteti A bus route (5km) tar or paving.
	Clinic at Moteti A (urgent).
	High mast lights in all villages of the ward.
	Paving or tarring of bus route at Moteti "C" and C1 (5 km
	Re-gravelling of roads& sports grounds in all villages
	Maintenance of cemeteries and fencing at Moteti A and C.
	Storm water drainage in all villages.
	RDP houses in all villages.
	Low level bridge at Mohlako primary school.
	Satellite police station and police patrolling in the ward.
	Recreation centre (community hall; library; sport field; gymnasium and etc.)
	Secondary school within the ward& school toilets at Nkadimeng Primary
	Low level bridge/ pedestrian bridge from Masakaneng to Mzimdala)
	Shelters at bus stops& at pension pay points.
	Quality and running water.
	VIP toilets/ sanitation.
	Shelter needed for all mobile clinics.
	New residential sites demarcation.
	Establishment of waste management program in the ward.
	Moteti A stone pitching.
	Jojo tanks needed in other areas.
	Side walk pave is vandalized and need to be refurbished.
	Storm water control need to be patched at ZCC church site.
	Community hall Moteti Homeland.
	Proper grading of the road.
	Ward committee need training.

WARD	NEEDS PER WARD
3.	Water and sanitation at Kgobokwane and Kgaphamadi.
	Community hall at Kgobokwane.
	Youth centre needed at Naganeng.
	Shelter needed at Naganeng paypoint.
	Dropping centre at Naganeng.
	Re- gravelling of roads, storm water control and a bridge at Kgaphamadi.
	High mast lights in both villages (Kgobokwane and Kgaphamadi).
	Job creation.
	Speed humps needed at Kgobokwane and Naganeng including road signs& tarring of 3 km road at Kgaphamadi.
	Tarring of road at Naganeng to Matlala Lehwelere.
	Post office required at new stand.
	Fence erection for livestock.
	Naganeng bus route.
	Primary school required at new stand& secondary School needed in Kgaphamadi.
	Constrction of primary, secondary schools and admin block at Naganeng.
	Construction of crèche at Naganeng.
	School transport needed at Naganeng.
	Satellite Police station.
	Electrification of 135 stands at Kgaphamadi.
	Electrification of Naganeng extension.
	120 RDP houses are needed & some RDP houses' roofing are leaking.
	50 RDP houses needed at Naganeng.
	Refurbishment of the existing borehole.
	Fencing of borrow pit.
	Provision of jojo tanks.
	Initiate wetland programme.
	Community library.
	Construction of pay point for elders.
	Establishment of parks.
	Land use management.
	Jojo tanks needed in the ward.
	School patrol.
	Refuse collection needed (community is willing to pay for the services).
	Road to Moshate need to be tarred (Kgobokwane Moshate).

WARD	NEEDS PER WARD
3	<p>Incomplete roads need to be completed.</p> <p>Ablution facilities in the schools.</p> <p>Grader needed.</p> <p>Jojo tanks needed in the ward.</p> <p>School patrol.</p> <p>Refuse collection needed (community is willing to pay for the services).</p> <p>Road to Moshate need to be tarred (Kgobokwane Moshate).</p> <p>Incomplete roads need to be completed.</p> <p>Ablution facilities in the schools.</p> <p>Grader needed.</p>
4.	<p>There is a need for high mast lights within the ward.</p> <p>Electrification of Waal kraal extension; Ntswelemotse extension; Stompo and new stands.</p> <p>Fencing of cemeteries.</p> <p>Renovation of Ramatsetse primary school and Sebakanaga school.</p> <p>Construction of a new high school at Malaeneng and a primary school at Waalkraal (RDP) and a pre-school at Stompo as well as Library at Ntswelemotse and Stompo.</p> <p>There is a need for FET college within ward 04.</p> <p>There is a need for mobile clinic within the ward or construction of a new clinic</p> <p>There is a need for skills development centre and children's recrearional parks as well as parking area and community hall</p> <p>Construction of a sport ground at New Stands</p> <p>There is a need for water within the ward. Boreholes should be equipped. Waalkraal 1 steel tank is required and Nswelemotse need yard connections</p> <p>Sewer system is needed within the ward</p> <p>There is a need for roads maintenance and internal streets as well as the road to the cemetery</p> <p>Tarring of bus route at Waalkraal, equipped with speed humps</p> <p>There is a need for internal bridges; low level bridges from the vilages to both primary and secodary schools. Low level bridge at Waalkraal A; Stompo and RDP.</p> <p>There is a need for the construction of storm water control at Ntswelemotse.</p> <p>Title teeds are needed within the ward.</p> <p>There is a need for RDP or low cost houses within the ward</p> <p>There is a need for fencing of community office as well as shelter at pension pay points.</p> <p>Residential site to be established.</p> <p>There is a need for mobile or satellite police station within the ward.</p>

WARD	NEEDS PER WARD
5.	<p>Water (additional boreholes & reticulation) refurbishment of the existing boreholes in all villages.</p> <p>Erection of a clinic between Mpheleng and Magakadimeng.</p> <p>Paving of bus route and storm water control including a low level bridge.</p> <p>Sanitation in all villages.</p> <p>High mast lights.</p> <p>Admin block for Mpheleng Primary school, Ramonokane and additional classes at Mailankokonono.</p> <p>RDP in both villages (Mpheleng and Magakadimeng) &VIP Toilets in all villages.</p> <p>Construction of a bridge between Mpheleng and Uitspanning B.</p> <p>Tarring of access road from R25 (Bloempoort) to Uitspanning B.</p> <p>Educational bursaries.</p> <p>Renovation of schools and also construction of an admin. Block at Mailankokonono secondary school.</p> <p>Pension pay points required.</p> <p>Additional class rooms at Sebakanaga.</p> <p>Fencing of borrow pits.</p> <p>Tarring of bus route.</p> <p>Developing community parks & Constructing community hall.</p> <p>Fencing of cemeteries in Mpheleng and Magakadimeng.</p> <p>Provincial road to be re-done and maintained.</p> <p>Community willing to pay services in Mpheleng</p> <p>Monitoring of projects</p> <p>Sports fields needed.</p> <p>Grader drivers must be trained.</p> <p>Budget for Mpheleng and Matlala road.</p> <p>Clinic and school needed.</p> <p>National and Provincial criteria to implement projects.</p> <p>Magakadimeng bus road.</p> <p>Upgrading of multipurpose sports field.</p> <p>Street name board.</p> <p>Waste management, refuse removal.</p> <p>Need for agripark.</p>

WARD	NEEDS PER WARD
6.	<p>Re-gravelling of roads in all villages of the ward.</p> <p>Five Morgan (20 households)</p> <p>VIP toilets in all villages.</p> <p>High mast lights in all villages</p> <p>Water at five Morgan and Taereng</p> <p>Low level bridge at five Morgan</p> <p>Fencing of grave yard at Phucukani</p> <p>Storm water control and paving of roads</p> <p>Community hall.</p> <p>Refuse removal.</p> <p>F.E.T college.</p> <p>Multipurpose centre& Community park.</p>
7.	<p>RDP houses in all villages.</p> <p>Refurbishment of the existing community hall.</p> <p>Low level bridge at the road to Segolokwane Primary school& at Thejane school and Nyakorwane.</p> <p>Re-gravelling of roads in all villages</p> <p>VIP toilets.</p> <p>Recreation facilities.</p> <p>High mast lights in all villages.</p> <p>Electrification for ten (10) Morgan and Zuma-park</p> <p>Paving of all roads to and from schools</p> <p>Completion of Nyakorwane paving project</p> <p>Primary school at Moteti C2</p> <p>Fencing of all cemeteries</p> <p>Storm water control in all villages.</p> <p>Water (ten Morgan) and sanitation in villages of the ward.</p> <p>Community hall at ten Morgan.</p> <p>In –fit houses at ten Morgan</p> <p>Formalization of Zenzele informal settlement</p> <p>Paving of all the roads leading to schools</p> <p>Low level bridge on the road to Hlogolokwane school</p> <p>Low level bridge, joining Matshipe to Goedereede</p> <p>Establishment of parks/playing area</p> <p>Library is required at Moteti or 10 Morgan</p> <p>Pension pay point for the elders</p> <p>Special school for the disabled</p>

WARD	NEEDS PER WARD
7.	<p>Clinic needed</p> <p>RDP houses needed.</p> <p>Library needed.</p> <p>Refuse removal.</p> <p>Community hall needed.</p> <p>Agripark needed.</p> <p>Job creation.</p>
8.	<p>Fencing of graveyard at Marapong.</p> <p>Electrification of Madiba ext.</p> <p>Resurfacing of Marapong road Phase 2</p> <p>Refurbishment of Mathale community hall</p> <p>Extension of water pipes to Madiba</p> <p>High mast lights in all villages</p> <p>RDP houses& VIP toilets in all villages</p> <p>Irrigation scheme at Malaeneng and Sempupuru.</p> <p>Marapong sports facility(Refurbishment)</p> <p>Malaeneng community crèche</p> <p>Ward industrial site</p> <p>Community stadium</p> <p>Marapong Bus Route ext& small bridge access road to graveyard(Marapong)</p> <p>Construction of access bridge Malaeneng</p> <p>Community hall Marapong</p> <p>NESN structure (Mapule P. School) & fencing</p> <p>VIP Toilets Marapong and Malaeneng</p> <p>New sites at Marapong</p> <p>Pension Pay point</p> <p>Poor roads conditions.</p> <p>Job creation.</p> <p>Speed humps (Marapong bus road) & regular re-gravelling of gravel roads in the ward.</p> <p>Title deed as a priority number one.</p> <p>FET college is needed.</p> <p>Mobile police station & community library are needed</p> <p>Mobile clinic is needed/proper clinic to be build</p> <p>Children's recreational parks</p> <p>Bursaries needed</p> <p>Free basic electricity for indigent</p>

WARD	NEEDS PER WARD
9.	<p>Water provision.</p> <p>Re-gravelling of roads in all villages</p> <p>High mast lights at Walter Sizulu and Jabulani& extra 10 high mast lights sill need to be installed</p> <p>Tambo bus route surfacing (second phase)</p> <p>Refurbishment of O.R Tambo Stadium</p> <p>Establishment of a new graveyard and construction of road</p> <p>Title deeds at Tambo Square.</p> <p>Electrification D3 Phooko ext and Tambo extension and Walter Sizulu phase1 ext including the informal settlements</p> <p>Tarring of Walter Sizulu bus route and storm water control</p> <p>Speed humps at Tambo tar road</p> <p>Tarring of access road and bridge at Phooko village&tarring of the road to Ga-Kgaladi.</p> <p>Refuse collection facilities(skips)</p> <p>Paving access road at Jabulani D3 2 km</p> <p>Incomplete road in Tambo village to be completed</p> <p>Sanitation at Walter Sizulu</p> <p>Clinic at Phooko and Jabulani</p> <p>Community Hall at Tambo Square</p> <p>Access bridge between Phooko and Phucukani</p> <p>Access bridge from S&S to Kgaladi 5,4 km</p> <p>Access bridge to Sibisi Primary school</p> <p>Repair of a bridge linking Tambo and Marapong</p> <p>500 RDP unit and 1000 VIP toilets</p> <p>Multi – sport center at Tambo Square</p> <p>Emergency storm water drainage on the Provincial road</p> <p>Upgrading of 2 boreholes at Phooko</p> <p>Jabulani D3 bulk water supply</p> <p>Extra One (1) borehole at Phooko&Extra two boreholes at Jabulani D3</p> <p>Upgrading of 3 boreholes at Tambo Square Pre-schools</p> <p>Formalization of informal settlements (phase one extension in Walter Sizulu , D3 Jabulane Phooko and Tambo).</p> <p>Clinic at Tambo square.</p> <p>F.E.T college and Library.</p> <p>Municipal satellite office.</p> <p>Sewer at Tambo and Walter Sisulu.</p> <p>Development of new 1000 stands.</p> <p>Special school is needed</p>

WARD	NEEDS PER WARD
10.	<p>Water provision in all villages of the ward.</p> <p>Replacement of the leaking Jojo tank at Ga-Phora.</p> <p>Roads re-gravelling and construction of tar road at Lesehleng.</p> <p>Sanitation (VIP toilets) refuse removal/ waste management/ dumping site landfill area.</p> <p>Electricity for Dithabaneng, Mashemong & Mohlamme section</p> <p>RDP houses in all villages of the ward</p> <p>Paving phase 2. Mohlamme road and Dithabaneng road</p> <p>Upgrading of sports fields</p> <p>Fencing of cemeteries</p> <p>High mast light</p> <p>Extra boreholes required for the ward: Dithabaneng; Mohlamme Extension and Mashemong</p> <p>Tarring all main roads in the ward</p> <p>Re gravelling all access roads in the village</p> <p>Construction of speed humps on FKJ Tjiane School</p> <p>Storm water control</p> <p>Signage in all important areas within the ward</p> <p>Fencing the public road passing the village</p> <p>Construction of a bridge between Ntwane and Thabakhubedu at Koto river</p> <p>Cleaning current Lesehleng pay point; fencing the pay point and ablution facilities</p> <p>Building and servicing recreational facilities</p> <p>Erection of a hall and community office</p> <p>Fencing and servicing cemeteries in Ntwane</p> <p>Building offices for Home Based Care</p> <p>Finishing outstanding RDP houses and allocating new RDP houses</p> <p>Erection of police satellite office; post office and dropping point</p> <p>Building FET institution and a university</p> <p>Fencing the tribal authority house</p> <p>Building of old age home</p> <p>All the boreholes to be connected with electricity</p> <p>Water tankers to assist in the delivery of water within the ward</p> <p>The generator at Lesehleng to be replaced by electric pump</p> <p>All the boreholes for ward 10 to reflect in the IDP of the municipality</p>

WARD	NEEDS PER WARD
10.	<p>Speed humps at Mohlamme road.</p> <p>All the roads which are incomplete within the ward to be completed.</p> <p>Tshwaranang project to reflect in the municipal IDP.</p> <p>Ntwane Traditional village project to reflect in the municipal IDP</p> <p>Temporary toilets needed at Lesehleng pay point during pay day</p> <p>All the sports ground within the ward to be regaveled.</p> <p>Stop sign at R25 Moutse mall.</p> <p>Clearing of the road to the grave yard including bush clearing.</p> <p>Patching of potholes at Loskop dam road.</p>
11.	<p>Storm water drainage at Uitspanning A and Elandsdoorn. Tar road leading to the main road.</p> <p>RDP houses in all villages of the ward</p> <p>Low level bridge at the road to Sereme school</p> <p>Paving of inner streets at Elandsdoorn A</p> <p>High mast lights at Taiwan and extra 3 high mast lights at Elansdoorn A</p> <p>Security personnel at schools around Uitspanning A</p> <p>Sewage system at Elandsdoorn A</p> <p>Vip Toilets at Uitspanning A</p> <p>Refuse removal</p> <p>Multipurpose centre around Moutse mall</p> <p>Fencing of cemeteries and daily maintenance</p> <p>Paving of sidewalks on the road leading to Moteti</p> <p>Electrification of Taiwan</p> <p>Electrification of Uitspanning A extension</p> <p>FET College/university</p> <p>Water and sanitation needed</p> <p>Equipping of bore holes at Bloempoot</p> <p>Fire station: The fire station from Groblersdal is far away from Moutse and as such it is difficult to be utilized by the community of Moutse.</p> <p>The access roads at Elandsdoorn A should be graveled.</p> <p>Resurfacing of access road from Uitspanning A to Bloempoot</p> <p>Clinic needed at Elandsdoorn A and Uitspanning A</p> <p>Community crèche at Uitspanning A and Bloempoot</p> <p>Dropping centre at Bloempoot</p> <p>Job creation in the area of Moutse</p> <p>There are challenges that require the office of the Speaker to deal with and finalize.</p>

WARD	NEEDS PER WARD
12.	<p>There is a need for water in the whole ward.</p> <p>Cleaning of dams for live stock.</p> <p>Sanitation is needed in all villages of ward 12.</p> <p>Electrification needed in the following villages: Maleoskop; Makua and Diepkloof</p> <p>Construction of road linking Marapong and Thabakhubedu village</p> <p>Construction of tar road from Loskop dam to Magagamatala with respective road signs</p> <p>Phase 2 of Thabakhubedu tar road to be implemented</p> <p>Paving of road to Nala high school and Fawcett combined school</p> <p>Construction of bridge linking Ntwane and Thabakhubedu</p> <p>Construction of bridges at Lekgwareng and Fawcett</p> <p>Development of pedestrian's side walk and speed humps at the main bus route of Thabakhubedu</p> <p>Stone pitching at Thabakhubedu bus route</p> <p>RDP houses needed in all the villages</p> <p>There is a need for post office as well as community hall in the ward</p> <p>Recreational facilities are needed in the whole ward as well as youth development centre at Thabakhubedu</p> <p>Pension paypoints needed at Thabakhubedu and Magagamatala</p> <p>Establishment of Thabakhubedu cemetery with water, toilets and fencing</p> <p>Development of dumping sites for Thabakhubedu, Magagamatala and Maleoskop</p> <p>There is the need for skip tanks in all villages</p> <p>There is the need for the establishment of Agripark in ward 12</p> <p>Construction of Magagamatala primary school as well as Magagamatala crèche.</p> <p>Construction of library and technical school within ward 12.</p> <p>Construction of post office within the ward.</p> <p>Construction of community hall within the ward.</p> <p>Construction of clinic within the ward.</p>
13.	<p>Complete road master plan and storm water upgrading plan.</p> <p>Upgrading of sewer lines and water network.</p> <p>Recreational facilities (i.e. upgrading of tennis courts) and wi-fi-in town</p> <p>Resealing of roads, traffic signs, road paint and street lighting</p> <p>Cultural plaza infrastructure, services to the hawkers and to relocate hawkers from operating on pedestrian sidewalks.</p> <p>Budget for community policing forum (CPF).</p> <p>Allocating space and building of a community hall.</p>

WARD	NEEDS PER WARD
14.	<p>Dropping centre at Ga-Matlala Lehwelere including Masakaneng.</p> <p>Upgrading of sports field in all villages</p> <p>Equipping of bore holes at Ga-Matlala</p> <p>Construction of crèche at Masakaneng and Gamatlala</p> <p>Clinic required in all villages</p> <p>Re-gravelling of access roads in all villages including storm water control</p> <p>Upgrading of sports field in both villages.</p> <p>VIP toilets in all the villages.</p> <p>Tarring of road at Naganeng to Matlala Lehwelere.</p> <p>Recreational faculties in villages of the ward.</p> <p>Construction of both secondary and Primary schools at Masakaneng. Ga-Matlala Lehwelere primary school (foundation phase)</p> <p>Old aged homes required in all villages</p> <p>Electricity to be installed at agricultural scheme, Masakaneng and Ga-Matlala extension(133 household)</p> <p>A need to deploy water pump operator at Matlala Lehwelere</p> <p>Community office required in all villages</p> <p>RDP houses =1400.Ga Matlala Lehwelere=500;Masakaneng=900</p> <p>Construction of a secondary school at Masakaneng and also construction of administration block at Ga-Matlala and Masakaneng.</p> <p>Construction of a crèche at Masakaneng</p> <p>Bulk water supply required in all villages</p> <p>Establishment of a cemetery at Masakaneng village</p> <p>Fencing of cemeteries in all villages</p> <p>Libraries in all villages</p> <p>Installation of high mast lights in all villages</p> <p>Equipping of bore holes at Ga-Matlala</p> <p>Refuse removal in all villages</p> <p>Community halls in all villages</p> <p>Cleaning of Culvert (R 25 road)</p> <p>Fencing of road (R25)</p> <p>Funding of community projects</p> <p>Up-grading of Market stalls at Aquaville</p> <p>RDP needed at Aquaville and Vaalfontein</p>

WARD	NEEDS PER WARD
14	<p>The provision of water in all villages</p> <p>Maintenance of Dams</p> <p>Fencing of the main tar road from Toitskaal to Matlala Lehwelere</p> <p>Construction of tar road from Ga-Matlala to Groblersdal</p> <p>Funding of the established co-operatives within the ward</p> <p>2 low level bridge needed at Matlala Lehwelere</p> <p>Culverts at Magoshi road</p> <p>Storm water drainage at Matlala Lehwelere</p> <p>Incomplete VIP toilets project</p> <p>Youth centre needed at Matlala Lehwelere</p> <p>Sports facilities</p> <p>Shelter at pay point stations Matlala Lehwelere</p> <p>Unemployment is a challenge in this ward</p> <p>Water supply (urgent)</p> <p>Increase RDP houses.</p> <p>Agripark.</p> <p>Community parks.</p>
15.	<p>WATER</p> <p>Renovation of leaking reservoirs</p> <p>Water reticulation in all villages</p> <p>EDUCATION</p> <p>Upgrading of chreches and building of cretches in all villages</p> <p>Renovation of Rehlahlilwe primary school</p> <p>Renovation of Leriane secondary school</p> <p>Destructon of old school building at Matalane</p> <p>Construction of skills development centre</p> <p>CEMETERIES</p> <p>Closing of open pits at Keerom cemetery</p> <p>Fencing of Mathula and Keerom cemeteries</p> <p>Construction of toilets at Mathula and Keerom cemeteries</p> <p>Cleaning of cemeteries</p> <p>ROADS</p>

WARD	NEEDS PER WARD
15.	<p>Grading at Mabele road Road</p> <p>Tarring of Masoing road</p> <p>Installation of road signs on R579 road</p> <p>Speed humps on road R 579</p> <p>Regravelling of all access roads in all villages</p> <p>Paving of Maraganeng road</p> <p>Storm water control on Holnek road</p> <p>Low level bridge from main road over Jeje river to Maraganeng sports grounds</p> <p>RDP HOUSES</p> <p>Construction of RDP houses in all villages of the ward</p> <p>SANITATION</p> <p>Incomplete toilets pits to be completed in the ward or should be closed</p> <p>V.I.P. toilets for every household within the ward</p> <p>RECEATIONAL FACILITIES</p> <p>Establishment of youth centre</p> <p>LED</p> <p>Funding of NGO and HBC</p> <p>Establishment of a shoping mall within the ward</p> <p>Creation of jobs within the ward</p> <p>Building of test-station for drivers license</p> <p>ELECTRICITY.</p> <p>Electrification of outstanding hoeses at Masoing and Holnek.</p> <p>Installation of high mast lights in all villages.</p> <p>Building of community office within the ward.</p> <p>HEALTH.</p> <p>Building of clinic in the ward.</p> <p>Construction of community hall.</p>
16	<p>Water at Oversea, Madala stands, Doorom and Masanteng.</p> <p>Formal opening of the One Stop Center.</p> <p>Strict occupation of RDP houses.</p> <p>Extention of the tarred road towards the Police station</p> <p>Tarring of bus route and re-graveling of access roads in all sections</p> <p>To convert Zaaiplaas clinic into a health centre</p> <p>Community hall at Zaaiplaas</p> <p>Community hall at Ga-sovolo</p>

WARD	NEEDS PER WARD
16.	<p>Storm water drainage needed on the road</p> <p>RDP houses needed</p> <p>Agricultural projects to be established</p> <p>Paving for pedestrian walking on the road from main road to police station</p> <p>High mast lights</p> <p>Incomplete RDP houses since 2009 to be completed</p> <p>Water tankers to be re=instated</p> <p>Projects which have collapsed to be re-established</p> <p>Tare road from Doorom to Masanteng to be constructed</p> <p>Library needed</p> <p>Re-gravelling of road to the cemetery</p> <p>Shopping complex needed</p> <p>Renovation on the traditional office</p> <p>Re-gravelling of Saaiplaas road to Oversea</p> <p>Re-gravelling of access road</p> <p>Re-gravelling of sports grounds</p> <p>Community office</p> <p>Graveyard fencing</p> <p>F.E.T or college needed</p> <p>Low level bridge at Nkadimeng</p> <p>Construction of hospital</p> <p>Sovolo clinic (Building)</p> <p>Cleaning of cemetery</p> <p>Sports facilities.</p> <p>Home Affairs to visit the ward everyday.</p> <p>Low level bridge at Oversea/access road.</p> <p>Borehole at Sovolo new stands.</p> <p>Extra personnel needed at the clinic and 24 hours operation.</p>

WARD	NEEDS PER WARD
17.	<p>Re gravelling of internal roads in all villages and tarring of 4km Ga Moloi; Bapeding; Sedibeng; Matshelapata and New Stand.</p> <p>Water metering and sanitation in the whole ward.</p> <p>Electrification of 50 houses in New stand and 370 houses in Matshelapata</p> <p>Mobil clinic at Matshela pata.</p> <p>Upgrading of sports facilities in all sections. 6 sports grounds</p> <p>Storm water control in all wards and 8 bridges</p> <p>Library</p> <p>Land for RDP houses only.</p> <p>Boreholes required and low level bridge in the whole ward</p> <p>RDP houses=135: Matshelapata=50;Matshelapata extension=25;Ga Moloi=20;Bapeding=20 and Sedibeng=20</p> <p>Fencing of graveyards</p> <p>Pre-school needed in all villages</p> <p>Kopa high school: renovation and extra class rooms</p> <p>Elias Masango: Extra class rooms and admin block</p> <p>Mobile police station</p> <p>Community hall</p> <p>High mast lights</p> <p>Sports grounds and recreation center</p> <p>Speed humps on the main road from Ga-Chego to Dikgalaopeng road (urgent).</p> <p>Fencing of sports ground.</p> <p>Youth center at Matshelapata.</p> <p>Police patrol Ga-Moloi.</p> <p>Road signs on the main road.</p>

WARD	NEEDS PER WARD
18.	<p>1. EMERGENCY VILLAGES ACCESS BRIDGES:</p> <p>2X Low level bridge at Magopheng village</p> <p>2X lover level bridge at Syferfontein village</p> <p>3x Low level bridges aMagukubjane village</p> <p>Storm water control in Syverfontein village; Talane village; Magukubjane village; Magopheng village and Mmotwaneng village</p> <p>2. EMERGENCY VILLAGES ACCESS ROADS IN THE FOLLOWING VILLAGES</p> <p>Paving or tarring of road from Ga-Frank street to Thabaneng ga Sithole via Marobe to Ga Fenyane in Syverfontein village</p> <p>Talane village from Ga-Fenyane via grave site to Mgidi</p> <p>Mmotwaneng village at four ways to grave site</p> <p>Magopheng village from Magopheng primary to Namudi high school</p> <p>Magukubjane from Ga-Fukude Lodge via Grave site to Clinic</p> <p>3. ELECTRICITY</p> <p>Electrification at Mosodi village, Magukubjane village, Talane village extension village, Mountain View village, Syferfontein village extension, Mphepisheng village and Mmotwaneng village Extension</p> <p>High mast lights in all seven villages</p> <p>4. WATER RETICULATION</p> <p>Water reticulation at some parts of Syferfontein village</p> <p>Water reticulation at Talane village extension</p> <p>Water reticulation at Mmotwaneng village</p> <p>To connect two existing resevoirs at Segolola high school and Marabe primary school to assist the main reservoir for water provision in Syferfontein village and Talane village</p> <p>5. RECREATION</p> <p>Recreational facilities with a multi-purpose centre in the ward with a hall</p> <p>Sport facilities to be constructed</p> <p>Pay point for social grants with shelters in all villages</p> <p>Fencing of cemeteries in all villages</p> <p>RDP houses: MMotwaneng=100; Syverfonteio= 100; Talane= 100; Magukubjane=100 and Magopheng=100</p> <p>There is an urgent need of Construction of a comprehensive scool within the ward</p> <p>Fencing and support to the communities' agricultural fields across the ward which is about 12km long</p> <p>Establishment of fishing projects</p>
19.	<p>Water: water tankers at Dindela , Rondebosch , Nkosini and Mathula stands (all extensions)</p> <p>Bridge between Rondebosch and Madongeni</p> <p>Tarring of 12 km road (8 km bus route at Mathula stands</p> <p>RDPhouses=62:Mathula=10; Enkosini=8;Dindela=15;Rondeboch=6;Perdeplaas=12;Thabaleboto=11</p> <p>Renovation of Jafta and Bantabethu schools</p>

WARD	NEEDS PER WARD
19.	<p>High mast lights in all villages</p> <p>Community hall at Mathula; Dindela and Thabaleboto</p> <p>Yard connection (water) in all villages</p> <p>Gravelling of main roads in all villages</p> <p>Fencing of all cemeteries within the ward</p> <p>Upgrading of sports fields in all villages</p> <p>Network general at Moshate and Khathazweni</p> <p>Repairs water pumps at Mathulala & Enkosini</p> <p>Hlogotlou Brick works</p> <p>Road from Masimini to Dindela</p> <p>Job creation initiatives for people over 35 years</p> <p>Grading road at Mabele</p> <p>Grading of road from Taxi rank to Rondebosch</p> <p>Grader to service Perdeplaas A</p> <p>Repairs water pump at Rondebosch</p> <p>Pay point at Rondesbosch; Madongeni, Mathula and Perdeplaas</p> <p>12km road to Mathulastand</p> <p>4km road to Nkosini</p> <p>Phase two of Thabaleboto road</p> <p>Funding of HBC/NGO</p> <p>VIP toilets for all villages</p> <p>Storm water control at Perdeplaas, Thabaleboto and Mathula</p> <p>Agricultural assistant at Perdeplaas and Nkosini</p> <p>Network aerial at Moshate</p> <p>Renovation of school at Perdeplaas</p> <p>Bridge at Nkosini</p> <p>Water at Mabelestand (borehole)</p> <p>Road at Khatazweni (grader)</p> <p>Bridge at Hlogotlou</p> <p>Food parcels for orphans</p> <p>Funding of agricultural projects (HBC/NGO)</p> <p>Borehole at Mathula</p> <p>Renovation of Maphepha School at Enkosini</p> <p>Access route at Mathula</p> <p>Paving at Thabaleboto road</p> <p>Crèche at Thabaleboto</p>

WARD	NEEDS PER WARD
20.	<p>Paving and storm water control at Monsterlus</p> <p>Paving of streets at Monsterlus</p> <p>Include water and sanitation at Monsterlus</p> <p>VIP Toilets at Stadium View and Matsitsi</p> <p>Supply of skips at Monsterlus</p> <p>Toilets and water taps in Graveyard</p> <p>Community hall around Monsterlus Stadium and Library</p> <p>Upgrading existing sewer system</p> <p>Support to brick making cooperative</p> <p>Water and electricity at stadium view.</p> <p>RDP houses=32: Matsitsi=09; Stadium View=14;Monsterlus Unit A=09</p> <p>Renovation of Mphezulu secondary school and upgrading of Monsterlus stadium</p> <p>Standardized bridge and street surfacing at Stadium View and Matsitsi</p> <p>Toilets at the graveyards</p> <p>Additional jojo tanks at Matsitsi section</p> <p>Tarring of road from taxi rank to Masoganeng</p> <p>Speed humps in the following roads: the main road passing police station to Zaaiplaas.</p> <p>Upgrading of purification plant</p> <p>Funding of Agricultural projects</p> <p>Maintenance transfer station</p> <p>Storm water phase 3</p> <p>Re-gravelling and tarring of roads at Monsterlus unit A,B & anf C</p> <p>Cancellation of service debt</p> <p>Distribution of refuse bins for RDP beneficiaries</p> <p>Electrification of Matsitsi,RDP and Stadium View</p> <p>Resurfacing of the main road</p> <p>Electrification of stadium view</p> <p>Monsterlus to Makgopheng road budget R6 million.</p> <p>Upgrading of storm water & drainage (Monsterlus)</p> <p>Refuse truck must stay in Hlogotlou satellite office.</p> <p>Potholes along main road from Monsterlus to Groblersdal.</p> <p>Shortage of water at unit B and RDP.</p> <p>Poor sanitation in Hlogotlou Township.</p>

WARD	NEEDS PER WARD
21	<p>ROADS</p> <p>Upgrading of Kgaphamadi bus route and storm water control (8.5km)</p> <p>Tarring/Paving of Motsephiri main street (2.5km)</p> <p>Paving of Jerusalem main street (2.5km)</p> <p>Paving of Kgaphamadi main street (2.5km)</p> <p>Paving of Mareleng main street to the connector road (2.8km)</p> <p>Regravelling of all streets in the ward and all streets leading to cemetery</p> <p>Regravelling of all the graveyards</p> <p>Construction of a bridge between Motsephiri new stand and Jerusalem</p> <p>Speed humps at Jerusalem provincial road</p> <p>Regravelling of all sports fields including schools sports grounds within the ward</p> <p>Closing of dongas and wetlands in all the villages</p> <p>WATER</p> <p>Construction of bulk water supply in all villages of ward 21</p> <p>Installation of water pipe lines from the borehole to the reservoir at Kgaphamadi</p> <p>Construction of water reservoir at Mareleng village</p> <p>Installation of a transformer at Motsephiri borehole</p> <p>Equipping of borehole and installation of pipes to the main water pipeline at Motsephiri</p> <p>Drilling of boreholes at Motsephiri new stand A and B and Kgaphamadi</p> <p>Upgrading of water reservoir at Motsephiri village</p> <p>There is a need for 8 jojo tanks in the whole ward</p> <p>Refurbishment of borehole at Jerusalem</p> <p>Upgrading; rehabilitation and refurbishment of water source in all schools including ECD centres in the ward</p> <p>Yard connection and installation of water meter boxes in Jerusalem village</p> <p>ELECTRICITY</p> <p>Electrification of Motsephiri new stands A and B (450 units)</p> <p>Electrification of Kgaphamadi new stands (50 units)</p> <p>Post connection part of Phomola (20 units)</p> <p>High mast lights in all villages: Jerusalem (2); Motsephiri (4); Kgaphamadi (6) and Mareleng (2)</p> <p>Installation of network point, MTN and Vodacom cellphones including WI-FI sport In the ward</p> <p>RDP HOUSES</p> <p>RDP houses in all villages of ward 21; Jerusalem= 200; Motsephiri=200 and Kgaphamdi= 200</p>

WARD	NEEDS PER WARD
	<p>SANITATION</p> <p>Jerusalem=29 units; Motsephiri= 600 units and Kgaphamadi= 250 units</p> <p>Paypoints, there is a need for shelter, toilets and water in all paypoints of ward 21</p> <p>There is a need for clinic in each village of the ward</p> <p>Community hall is needed at Motsephiri and Jerusalem</p> <p>Maintenance and fencing of Kgaphamadi hall</p> <p>Reburbishment of Motsephiri primary school, Mamadi secondary school and construction of admin block at Mamadi sec. school</p> <p>Construction of a new primary school at Phomola village</p> <p>Six skip tanks needed in the whole ward</p> <p>Fencing of all grave yards in the ward: Jerusalem=(1); Motsephiri= (2) and Kgaphamadi=(2)</p> <p>Removal of alien plant in the whole ward</p> <p>Poverty alleviation</p> <p>Agricultural support</p> <p>Funding of NPO'S/NGO'S and smme's</p> <p>Supporting of ECD centres with playground equipment, toys and building</p> <p>Primary health care, orphans and vulnerable children, vulnerable adults (victim of domestic violence, elderly, rape survivors, drug and alcohol addicts and homeless</p> <p>Community strengthening (e.g. life skills, social cohesion intervention and livelihoods promotion)</p> <p>Crime reduction and prevention intervention and services (e.g. gender based violence against men, women, children, the elderly and disabled, drug, alcohol, substance abuse intervention and rehabilitation of youth offenders)</p>

WARD	NEEDS PER WARD
22.	<p>Electrification: Legolaneng= 90 and Makena= 40.</p> <p>Water reticulation at Legolaneng; Phomola and Makena.</p> <p>Sports facilities within the ward.</p> <p>Re-gravelling of all streets and grounds including storm water control at Luckau A</p> <p>Tarring of Legolaneng and Makena road (D4311)</p> <p>Building of 3 blocks classrooms, Library and laboratory at Hlabi high school.</p> <p>Building of administration school blocks at Legolaneng and Makena schools.</p> <p>Renovation of schools at Legolaneng namely Bonani Bonani and Mareseleng</p> <p>Construction of a new primary school at Ga-Makena</p> <p>Construction of offices at Moshate</p> <p>VIP toilets</p> <p>Sanitation at Phomola; Legolaneng;Makena and Mogaung</p> <p>High mast lights in all the villages</p> <p>Business development centre</p> <p>Water in all villages</p> <p>RDP houses: Mogaung=30; Phomola=18; Legolaneng=45 and 25 RDP houses at Phomolong.</p> <p>Mogaung road upgrading</p> <p>Clinic at Mogaung and Legolaneng</p> <p>Cleaning and fencing of cemeteries in all villages</p> <p>Construction of Primary school at Phomola</p> <p>Fencing of pay point</p> <p>Dropping centre at Legolaneng village</p> <p>Road signs at the main road</p> <p>Satellite police station along the main road</p> <p>Health center</p> <p>New primary school at Phomolong village</p> <p>Community halls needed in all villages</p> <p>Low level bridge between Luckau and Mogaung.</p> <p>Establishment of municipal satellite office for ward 22; 23 and 24.</p> <p>Financial assistance on agricultural projects.</p>
23.	<p>Paving of main street Sephaku/Vlakfontein</p> <p>Master lights Sephaku/Vlakfontein</p> <p>Closing of donga in Belfast/Sephaku new stand</p> <p>Sephaku irrigation dam need renovation</p> <p>1500 RDP houses needed in the ward</p>

WARD	NEEDS PER WARD
23.	<p>Sports grounds Sephaku and Vlakfontein</p> <p>Borehole in Manyanga/Vlakfontein/ Belfast</p> <p>VIP toilets for Sephaku and Vlakfontein</p> <p>Establishment of satellite police station</p> <p>Building for hawkers</p> <p>Shelters at bus stops</p> <p>Recreation facilities</p> <p>Community hall for Sephaku and Vlakfontein</p> <p>Pension Pay point for Sephaku and Vlakfontein</p> <p>Speed humps in Vlakfontein road</p> <p>Disability centre</p> <p>Construction of Youth centre</p> <p>Water reticulation at Vlakfontein</p> <p>Cleaning and fencing of cemeteries</p> <p>Primary school at Mahlwakgomo</p> <p>Additional classrooms and toilets for Mzimhlophe primary school and Ngulu</p> <p>Admin block for Mzimhlophe and Ngulu</p> <p>Zwanani primary school there is a need for extra classrooms as well as school renovation</p> <p>Sokali primary school there is a need for extra classrooms as well as renovation and water</p> <p>Ngulu secondary school: Shortage of classrooms, admin block and water</p> <p>Storm water control and re gravelling</p> <p>Meter box for boreholes in Sephaku and Vlakfontein</p> <p>Clinic for 24 hour operation and shortage of nurses</p> <p>Community hall within the ward</p> <p>Jojo tanks for water storage in Mzimhlophe S.S.School</p> <p>Maintenance of borehole in Vlakfontein</p> <p>Multipurpose centre needed (inclusive hall, sports ground, parks, etc)</p> <p>Child hood development centre</p> <p>Gravelling of access road to Kgoshi Maphepa</p> <p>Construction of hospital.</p> <p>Financial assistance to agricultural projects.</p> <p>Fencing of wetland areas.</p> <p>Paving of Belfast road & the main street of Sephaku & Vlakfontein</p>

WARD	NEEDS PER WARD
24.	Community Hall in all villages
	Electrification of 60 households at luckau A extension
	Tarring and re-graveling of roads in all villages
	Storm water control at Luckau A
	Water in all villages
	Clinics in all villages
	RDP houses in all villages
	Sanitation and VIP toilets
	Paving of roads from the main road via Phokanoka high school road
	Recreation facilities
	Building of 3 classrooms at Makeke primary school
	Re gravelling of roads to all Meshate
	Re gravelling of roads to all graveyards
	Fencing of all cemeteries.
	Satellite police station in Luckau
	Funding of community projects
	Cleaning of alien plants
	Storm water control at Luckau
	Luckau clinic needed
	Speed humps needed on the provincial road

WARD	NEEDS PER WARD
25.	Water and sanitation in all villages
	Refuse removal at Dikgalaopeng and all other villages
	Paving of roads in all villages
	Fencing of cemetery in all villages
	RDP houses in all villages: Dikgalaopeng=64; Ga Matsepe=41Makaepea=12;
	Renovation of Dikgalaopeng P. school ,and secondary school
	Community hall: Dikgalaopeng and Ga-Matsepe
	Electricity: In all villages
	High mast lights: In all villages
	Construction of a royal house and royal office
	Travelling and cell phone allowances for the chief and council
	Agricultural support
	Poverty alleviation programs and job creation for youth
	Youth Information centre
	280 household need electrification at Makaepea B
	Capital budget should be prepared by each ward to ensure balance of service within EMLM
	Electrification of all households without electricity at Dikgalaopeng
	Progress report needed on the needs identified in the previous years
	Up-grading Sport grounds
	Job creation initiatives for people over 35 age
	Food parcels by SASSA to be provided to all beneficiaries
	Foundations at Dikgalaopeng RDP houses
	Access road to Moshate school
	Access road to the clinic
	Provision of medication at the clinic
26.	Water in the whole ward
	Pedestrian crossing bridge between stadium and new stands
	Paving of access roads and storm water control in all sections
	Up-grading of sports grounds in all sections
	Boreholes required
	Low level bridge at stadium to Mgababa
	Multipurpose centre

WARD	NEEDS PER WARD
26.	<p>RDP houses</p> <p>Job creation Programs required</p> <p>Bridge between Ga-Kopa and Botloponya</p> <p>Upgrading of reservoirs</p> <p>Low level bridge between R and R and Stadium View</p> <p>Fencing of graveyards</p> <p>Skips needed</p> <p>Satellite police station (urgent)</p> <p>High mast lights (very urgent)</p> <p>Library for five wards in Tafelkop</p> <p>Sports facilities</p> <p>Pre-school (crèche) at new stands</p> <p>Road sign next to Rammupudu clinic</p> <p>Municipal satellite offices needed in Tafelkop</p> <p>Bridge between ward 26 &28 &Ward 26 and 27</p> <p>Community hall</p> <p>Admin block is needed at Abram Serote senior secondary school</p> <p>Skills development</p> <p>Job creation</p> <p>Recreational center</p> <p>Multipurpose center</p> <p>Pay point</p> <p>Crèche at New Stands</p> <p>Upgrading of classrooms at Mphage School</p> <p>Sports Academy</p> <p>Food Parcels (SASSA to provide); Reviewal of the Policy for Food Parcels so that it accommodates the indigent</p>
27.	<p>ROADS</p> <p>Construction of connector road from Mountain view to Stadium view</p> <p>Paving of stadium view road</p> <p>Storm water control in all villages of ward 27</p> <p>Speed humps along the provincial road</p> <p>Three way stop sign at Stadium view turn off</p> <p>ELECTRICITY</p>

WARD	NEEDS PER WARD
27.	<p>Electrification of all extnesions in all villages of the ward</p> <p>There is a need for high mast lights in all the villages of ward 27</p> <p>RECREATION FACILITIES</p> <p>Upgrading of all sports grounds in all villages</p> <p>Renovation of stadium and community hall</p> <p>Development of multipurpose centre at Stadium view</p> <p>EDUCATION</p> <p>Construction of admin block at Jacob Sefako primary school</p> <p>Costruction of a hostel at Ipelegeng special school</p> <p>Construction of new blocks at Mamorake primary school and Monamodi secondary school</p> <p>Building of Mosebi, Love and Grace, Bafepi and Motheo pre-schools</p> <p>Community library at Stadium view</p> <p>WATER</p> <p>Water infrastructure needed in all extensions of the ward villages</p> <p>Consistent water supply in all the villages of ward 27</p> <p>Fencing and security guard at Botloponya reservoir</p> <p>RDP houses needed in all ward villages</p> <p>V.I.P toilets needed in all ward villages</p> <p>Fencing of old and new graveyards</p> <p>Construction of pension paypoint</p> <p>Establishment of satellite police station within the ward</p> <p>Establishment of refuse removal methods within the ward</p> <p>Building of old age centre at Majakaneng</p> <p>Upgrading of all networks at Nyakelang</p> <p>Costruction of clinic or mobile clinic at Nyakelang</p> <p>Introduction of job creation and skills development programmes</p> <p>Rehabilitation of Mountain view and Botloponya borrow pits</p>

WARD	NEEDS PER WARD
28.	<p>Re-gravelling of internal roads in all villages</p> <p>Water and sanitation in the whole ward</p> <p>Electricity of Dipakapakeng ME section</p> <p>Clinic at Dipakapakeng</p> <p>Paving of 1km road from Ga-Chego via Moilanong and Mogudi schools to Dipakapakeng bus route</p> <p>Completion of the existing RDP houses</p> <p>Upgrading of sports facilities in all sections</p> <p>Storm water control in the whole ward</p> <p>The extension and fencing of grave yards in the whole ward</p> <p>24 hour service at Rammupudu clinic</p> <p>Pedestrian crossing bridge between R and R and Stadium View</p> <p>126 RDP houses in the whole ward</p> <p>Tarring of 6Km road from Dipakapakeng fruit shop to stadium</p> <p>Extension of new blocks at Motjedi; Mogudi; Ramanare high school.</p> <p>Building of primary school at Stadium East</p> <p>Food parcels for indigents funerals</p> <p>Water tanker truck to deliver water to all projects within the ward</p> <p>High mast lights needed in the ward (urgent)</p> <p>Fencing of graveyard</p> <p>Servicing of electricity post connection system.</p> <p>Establishment of dumping site.</p> <p>Renovation of collapsing bridge at Tamati stop</p>
29.	<p>Fencing of borrow pits at Nkadameng village</p> <p>Cleaning of alien plants</p> <p>Tarring of road from Mokumong via GA-Mashabela to Maratheng taxi rank</p> <p>Storm water control at Sterkfontein village</p> <p>Water and sanitation needed in the whole ward</p> <p>Refuse removal in the whole ward</p> <p>Low level bridge at Ramogwerane</p> <p>Bridge at Puleng/Ramogwerane</p> <p>Clinic at Ramogwerane village</p> <p>Establishment of dumping site</p> <p>Fencing of cemeteries in all the villages</p> <p>RDP houses in all villages</p> <p>Extension of primary school at Moganetswa primary school</p> <p>High mast lihts in all villages</p>

WARD	NEEDS PER WARD
30.	<p>Electrification of 200 houses in Makwane-Nkakaboleng; Tshehla Trust and prepaid electricity at Roossenekal town</p> <p>Water at Makwane-Nkakaboleng; zone 11 and Tshehla Trust</p> <p>Low level bridge in Tigershoek and upgrading medium bridge in Leeupershoek</p> <p>Clinic at Roossenekal</p> <p>Tarring of road in Laersdrift and Makwane-Nkakaboleng</p> <p>Paving Roossenekal RDP streets</p> <p>Four high mast lights in Sango village</p> <p>Refuse removal in Makwane; Station and Sango</p> <p>Health center in Roossenekal</p> <p>New site establishment</p> <p>Extension of Roossenekal RDP section and extension of Station village</p> <p>Secondary school in Laersdrift</p> <p>Electricity in zone 11</p> <p>Services needed for people leaving in the farms</p> <p>The time frame for the promised services</p> <p>Shopping centre needed</p> <p>Electricity bill is very high.</p> <p>Sustainability of Roossenekal electricity.</p> <p>Construction of water reticulation at Laersdrift</p> <p>Construction of clinic at Laersdrift</p> <p>Patching of potholes on R555</p> <p>Skip tanks needed.</p> <p>Renovation of both schools in Laersdrift.</p> <p>Extension of pre- school in Roossenekal.</p> <p>Water tanker to be stationed at Roossenekal permanently</p> <p>Boreholes needed in Makwana Nkakaboleng</p>

WARD	NEEDS PER WARD
31.	<p>Cleaning of Motetema cemetery</p> <p>Development of Land and infrastructure development in Motetema</p> <p>Formalization of all informal settlements within Motetema</p> <p>Water and sanitation at Motetema</p> <p>RDP houses in the whole ward</p> <p>Electricity (extension) at Motetema</p> <p>Land tenure at Motetema</p> <p>Sporting facilities</p> <p>Renovation of community hall</p> <p>Parks and gardens</p> <p>Additional high mast lights</p> <p>Fencing; Cleaning and maintenance of cemetery</p> <p>Sidewalks</p> <p>Tarring of paving of roads</p> <p>Maintenance of sewer maintenance</p> <p>Electricity needed at Phumula Mqaxi</p> <p>Renovation on Motetema schools</p> <p>Auxiliary training to be re-introduced</p> <p>Increase the budget for water extension project</p> <p>The total revenue expected from Motetema residents</p> <p>They need a list of service which they should pay</p> <p>The money for Motetema phase road to construction to be re-allocated</p> <p>Motetema satellite office should be maintained</p> <p>Community hall needed</p> <p>Clean water needed</p> <p>Renovation of Ramohlokolo & Refilwe Secondary School</p> <p>Filling of dangerous pits in Shushumela</p> <p>Erection of sidewalks for school pupils</p> <p>Building of library to cater for school pupils</p> <p>Paving of the cemetery</p> <p>Paving of Motetema internal streets</p> <p>Indigents should be catered for in full</p>

The table below indicate the top five priority needs for each ward as identified during the stakeholder's consultation process which took place during the month of September 2016.

Ward 1	Ward 2	Ward 3	Ward 4
1. Tarring of access road from R573 passing Slovo Primary to Moteti B passing Thlako High School	1. Clinic	1.Fencing of cemetery Kgobokwane	1. Tarring of 9km access road and speed humps on bus route
2. Tarring of access road at Ramaphosa from R573 passing Rebone Primary to join Machiding	2. Water	2. Road to Kgaphamadi	2. Electricity Stompo / Ntsewelemotse
3. Low level bridge at Oorlog (betwwen Old Stands and New Stand)	3. Electricity (high mass lights)	3. High mass lights	3. High mass lights all villages of Ward 4
4. Water reticulation at Ramaphosa, Mabose, Oorlog and Lusaka	4. Roads	4. Bridge to Kgaphamadi	4. Low-level bridge and storm water control Stompo, Walkraal and Waal
5. Stormwater control all villages of the Ward	5. Library	5.Community Hall	5. Fencing of cemetery all villages of Ward 4
6. High mass lights all the villages of the Ward	6. Sanitation	6. RDP Houses	6. Fencing of borrow pits Walkraal A and Walkraal extension
Ward 5	Ward 6	Ward 7	Ward 8
1. High mass lights	1. Tarring of roads Phucukani connecting Matlala Tuck-shop down to Kotomane's family & road that connect to Gibbs tuck shop; Five Morgan post office road to Ntota Combine School	1. Completion of Nyakhorwane road	1.High mass lights all villages of Ward 8
2. Rehabilitation construction of a bridge connecting Mpheleng and Magakadimeng Vezinyawo	2. Elecricity for Five Morgan about eleven (11) household (Urgent intervention is needed for the 11 households)	2. High mass lights in all Ward villages	2.Access road Malaeneng
3. Tarring of bus route at Magakadimeng	3. VIP toilets for 3 villages Phucukani, Five Morgan and Tayereng. Shelter for paypoint at Kwa-Ngubeni	3. VIP toilets in all villages	3. Access road to the cemetery Elandsdoorn

4. Fencing of cemetery Magakadimeng and Mpheleng	4. Pavements which does not control water at Phucukani, which most water goes to the yard of households	4. Primary school at Moteti C2	4. Revamping of Mathale hall
5. Storm water control	5. Six (6) access bridges at Tayereni for 6 streets	5. Special School for disabled at Ngolovane	5. Revamping of Marapong Sports facilities
6. Cleaning of dams for animals to getting water	6. Community hall of Sports facility at Phucukani	6. Formalization of Zenzele informal settlements	6. Construction of Phase 2 road Marapong
Ward 9	Ward 10	Ward 11	Ward12
1. Roads tarring (Phooko from Sihlangu, Jabulani D3 from Mabona to Jabulani D2, Walter Sisulu from office to Lee's, New Town – road to the cemetery until Oupa Nkosi, Tambo – Completion of Tambo & Walter Sisulu road. Phase 3 road inside Tambo Vulamehlo	1. Electricity (Mashemong, Bothubakoloi, Lekwaneng at Paving Side, Mohlame Phase 2)	1. Proper ablution facilities in all the villages (VIP)	1. Roads (Thabakhubedu Phase 2 tar road to Tamong and Magagagamatala tar road with sign boards)
2. Electricity (Newtown, Tambo Ext, Jabulani D2 ext, Phooko Mountain View, Timol Park	2. High mass lights in all villages of Ward 10	2.Reticulation of extensions in or at Bloempoot, Uitspanning A, 5 Morgan, Molala	2. High mast lights whole Ward
3. High mass lights in all villages (Tambo 3, Walter Sisulu 3)	3. Road from pavin until Tagane School	3.Access roads to cemeteries (Bloempoot, Uitspanning A, 5 Morgan)	3. Paving of road to Nala high school and Fawcett Mathebe combined school
4. Title Deeds (Tambo & Jabulani)	4. Community hall & Creche	4. Access road between Bloempoot & Uitspanning A	4. Installation of network points for cell phones
5. Waste Removal / Management (Tambo & Water Sisulu)	5. Water for all Ward	5. Expansion of R25 road between Groblersdal and Dennilton	5. Stormwater control and speed humps
6. Community Hall	6. Maintain dam for their animals	6. Clini between Elandsdoorn satellite office	6. RDP Houses whole Ward

Ward 13	Ward 14	Ward 15	Ward 16
1. Installation of Pre- paid meter system in Groblersdall	1. Electrification in Masakaneng and Matlala-Lehwelere	1. Tarring Masoing road	1. Stormwater control along police station road on the speed hump and also from the taxi rank
2. Community hall	2. Water and Sanitation Masakaneng	2. Paving Maraganeng road	2. There is a dangerous wetland that is developing field fires every year. People are burnt and animals killed by fire
3. Swimming Pool	3. Cemeteries Masakaneng and Matlala-Lehwelere	3. Fencing of cemeteries	3. A bridge is needed at Melazwe road and school children can't go to school during rainy days and also emergency services cannot help them
4. Basic services such as cleaning of streets , replacements of lights etc.	4.RDP Houses Masakaneng and Matlala-Lehwelere	4. Renovation of leaking resevoirs	4. Fencing of cemeteries are a great problem
5. Maintenance of roads and road markings	5. Schools, construction of new school in Masakaneng. Renovation and upgrading of school classes Ga-Matlala-Lehwelere	5. Water reticulation in all villages	5. Water supply
6. Recreational facilities	6. Installation of high mass lights (Masakaneng and Matlala Lehwelere	6. Renovation of Rehlahlilwe, Zamokuhle and Destruction of Old Matailane school	6. RDP houses

Ward 17	Ward 18	Ward 19	Ward 20
1.Paving of access road Ga-Moloi	1. High mast lights in all seven villages	1. Water reticulation all villages, but immediate priority of Mathula and Matsitsi	1. Road tarring and stormwater control construction from Dantjie street via Bopanang Primary School to join Groblersdal road and the taxi rank road Matsama to join the Thabalebota road
2. Installation of high mass lights in all ward villages	<p>2. Emergency villages access roads in the following villages.</p> <p>Paving or tarring of –</p> <p>2.1 From Ga-Frank street to Thabaneng ga Sithole via Marobe to Ga-Fenyane</p> <p>2.2 Talane village from Ga-Fenyane via Talane graveside to Ga-Mgidi</p> <p>2.3 From Mmotwaneng four ways crossing to graveside</p> <p>2.4 Magopheng village from Magopheng primary to Namudi high school</p> <p>2.5 Magukubjane from Ga-Fakude lodge via grave site to clinic</p>	2. VIP toilets	2. Access roads at Stadium View via the Hlogotlou stadium and a high mass light

3. Construction of stormwater control and a bridge next to Matsepe primary school and Abram Serote highschool	<p>3. Emergency villages access bridges</p> <p>2x low level brdge at Magopheng village</p> <p>2x lower level bridges at Syferfontein village</p> <p>3x low level bridges at Magukubjane village</p>	<p>3. Construction of roads and bridges.</p> <p>3.1 An urgent bridge needed at Nkosini that link the two sides of Nkosini, it affects students and motorist during rainy season.</p> <p>3.2 Another two bridges are needed at Hlogotlou (Paardeplaats), the other one is on the bus road</p> <p>3.3 There are two collapsing bridges at Khathazweni and Rondebosch which are on the main roads that needs to re-build/constructed</p> <p>3.4 We need paving road between Mathula and Khathazweni which was supposed to be a bus route</p> <p>3.5 We also need Rondebosch Dindela road, this is one big road that is always muddy, rocky and having continuous Dongas that frustrate notorist on a daily basis, it start at Monsterlus via Rondebosch to Dindela</p> <p>3.6 Lastly gravelling of access in all villages</p>	3. Access roads at Matsitsi A village and high mass lights
4. Skip tanks needed in all ward villages	4. Storm water control in Syverfontein village, Talane village, Magukubjane village, Magopheng village and Mmotwaneng village	4. RDP houses in all villages	4. Speedhmps on the main road at AM Mashego School and the graveyard and the Police Station road to Saaiplaas

5. Jojo tanks in all ward villages	5. Fencing and support to communities' agricultural fields across the ward which is about 12km	5. Electrification of Rondebosch extension and Thabaleboto Extensin, note: Rondebosch was supposed to get electricity together with Matsitsi B, but it was left out due to budget constraint. We also need to be assisted with infields at Dindela Vaalkopfotein section and Hlogotlou with a total with about 18 households combined	5. Sewer system extension at unit A, B, C
Construction of pay-point Newstand	6. Electricity 6.1 Electrification of Mountain View 6.2 Electrification of Mphepisheng 6.3 Electrification of all new extensions in old villages	6. Renovation Of The Following Schools: Maphepha Primary, Kausime and Zamokhule Secondary school	6. Construction of a community multipurpose hall centre at the stadium
Ward 21	Ward 22	Ward 23	Ward 24
1. Raising main from the borehole to the reservoir at Kgaphamadi village	1. Electrification of Legolaneng, 60 post connections, Maphepha 150 households	1. Closing of donga at new stand	1. Community Hall In All Villages
2. Connection of pipeline from the new borehole of Motsephiri to the main existing pipeline. 2.1 Drilling of borehole at Motsephiri newstand	2. Water reticulation at Legolaneng, Makena, Phomolong and Maphepha	2. Paving of main streets (Sephaku and Vlakfontein)	2. Storm Water Control At Luckau
3. Sanitation in Motsephiri/ Kgaphamadi/ Phomolo and Jerusalem	3. Upgrading of Primary School at Makena	3. Construction of high mast lights at Sephaku and Vlakfontein	3. Re-Gravelling Of Roads To All Graveyards
4. Fencing of Phomola Cemetery/ Motsephiri/ Jerusalem/ Kgaphamadi	4. VIP toilets in all villages	4. Electrification of outstanding households (Sephaku and Vlakfontein)	4. Cleaning Of All Alien Plants

5. Electrification of Motsephiri Newstand and part of Phomolo	5. Fencing of paypoint at Mogaung	5. Speed humps and storm water control at main road	5. Speed Humps Needed On The Main Road
6. Tarring of connection road to Kgaphamadi, Motsephiri to Jerusalem	6. Speedhumps along main road from Bhuda bottle store and Ngwenya store	6. Stormwater control Sephaku	6.
Ward 25	Ward 26	Ward 27	Ward 28
1. Access road to graveyard / cemetery at Tafelkop Ga-Matsepe under Makgoshi Matsepe	1. High Mast Lights (Urgent)	1. Construction and tarring road from Mountain View to Stadium	1. Tarring/ Paving road from Dipakapakeng bus route to Stadium Viwe
2. Access road to clinic and school at Ga-Mastepe	2. Tarring of road from Senamela to Vuka street	2. Two speedhumps along municipal tarred road	2. water and Sanitation the whole ward
3. Access road for community and animals at Dikgalaopeng next to dam	3. Bridge between ward 26 and 27	3. Bridge between Ward 27 and ward 26 to Mphage Secondary next to new cemetery	3. Bridges/ maintenance of collapsing bridge, Tamatie Stop
4. Access road at Dikgalaopeng and Tafelkop Ga-Mastepe for taxis's	4. Recreational facilities	4. Supply of skip bins in all sections of the village, two skip bins per section	4. RDP houses (163) rural houses in all ward
5. Bridges needed at Makorokorong section and Ga-Matsepe riverside section	5. Skips needed in the ward	5. Electrification of extensions in all villages of the ward	5. Internal roads in all Ward villages
6. Electrifications all sections needed	6.	6. Sustainable water supply	6. Fencing of Dipakapakeng cemetery
Ward 29	Ward 30	Ward 31	
1. Tarring or paving of road from Mokumong via Ga-Mashabela, Moganetswa to Maratheng. This is a connection road and is critical	1. Tarring or paving of RDP road	1. Roads to be tarred all internal streets	
2. Two low level bridge Sterkfontein to the cemetery and Ramogwerane to the school	2. Six (6) high mass lights Sango (Laersdrift)	2. Cemetery extension, fencing, entrance and exit tarred roads, flashing toilets	
3. Community hall at Sterkfontein	3. Water Supply	3. Recreational facilities	
4. High mast lights in all villages	4. Skip Bins	4. Streetlights of high mass lights	
5. Maintenance of Ramogwerane/ Nkadameng road	5. Electrification	5. Land for housing new extension	
6. Water and Sanitation	6. Graveyard	6. RDP and Urban houses	

CHAPTER 2

CHAPTER 3

SITUATIONAL ANALYSIS

3.1. DEMOGRAPHIC ANALYSIS

In this section an overview is provided of the important socio-economic indicators and trends of the EMLM highlighting issues of concerns in terms of challenges that the municipality currently experiences. As a basis of reference the municipality has considered the demographic information that was provided by the Stats SA census 2011 and stata SA community survey 2016 respectively.

3.1.1 REGIONAL CONTEXT

The Elias Motsoaledi Local Municipality (formerly Greater Groblersdal Local Municipality) is located in the Sekhukhune District Municipality of Limpopo province, South Africa and the seat of Elias Motsoaledi Local Municipality is Groblersdal. The Elias Motsoaledi Local Municipality (EMLM) was established in 2000 as a category B municipality as determined in terms of municipal structures act (1998). The EMLM has collective executive system as contemplated in section 2(a) of the Northern Province Determination of Types of Municipalities Act (2000).

The EMLM is predominantly rural in nature with a high unemployment rate resulting in high poverty levels and is linked with many other places through shared environmental, social and economic systems and structures. The most apparent of these links are with neighbouring and nearby municipalities across Sekhukhune District Municipality. The EMLM is also integral to the provinces of Limpopo and Mpumalanga and has significant development potential in sectors such as agriculture (both horticulture and livestock), tourism and mining.

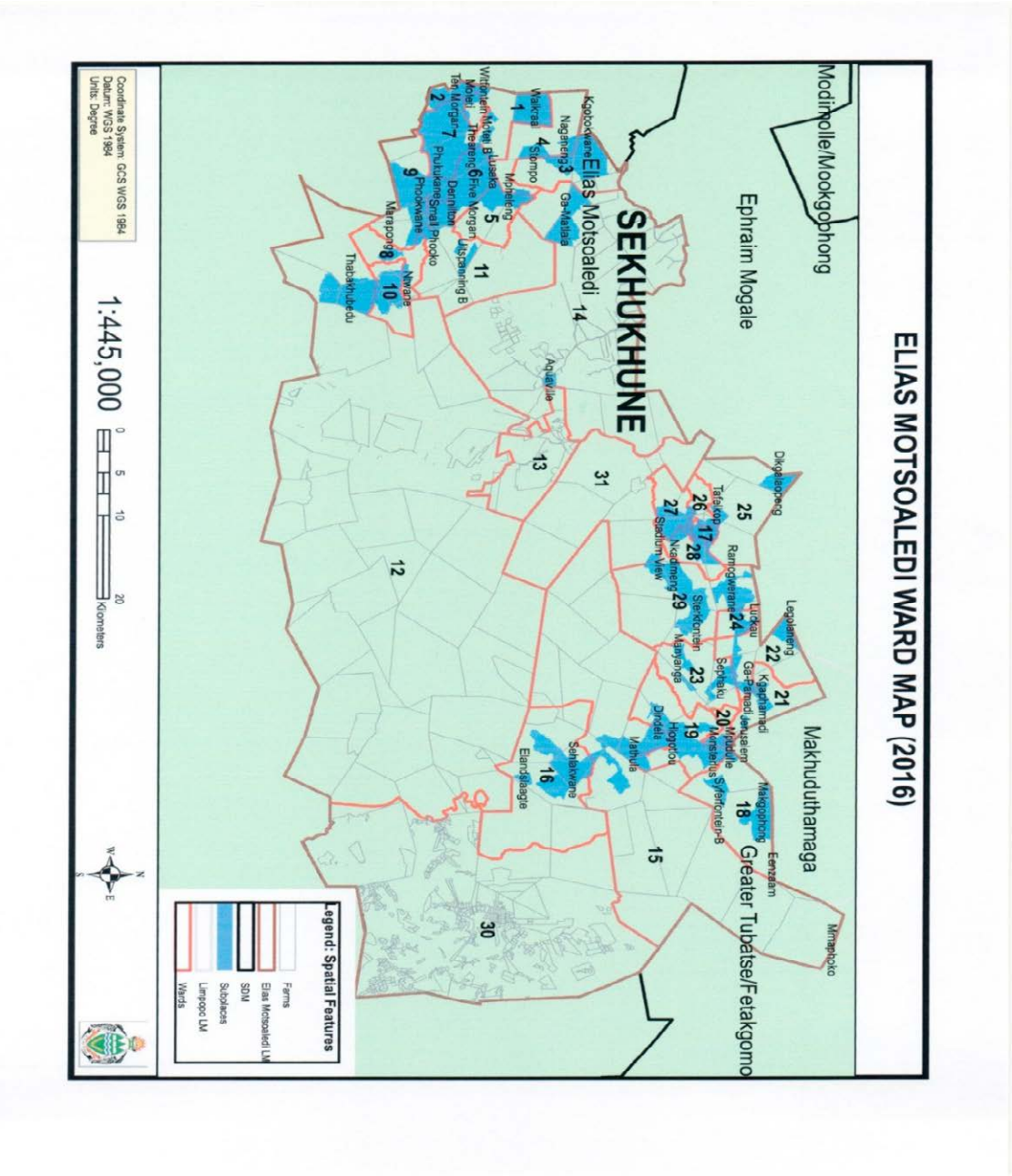
The municipality evolved as an amalgamation of the former Moutse Transitional Local Council (TLC), Hlogotlou (TLC), Tafelkop, Zaaiplaas, Motetema and other surrounding areas in the year 2000. The municipality is named after the struggle hero Elias Motsoaledi who was sentenced to life imprisonment on Robben Island with the former president of the Republic of South Africa, Nelson Mandela. The municipal borders Makuduthamaga Local Municipality in the south, Ephraim Mogale Local Municipality in the east, Greater Tubatse Local Municipality and Mpumalanga's Dr JS Moroka, Thembisile Hani, Steve Tshwete, Emakhazeni and Thaba Chweu local municipalities.

It is situated about 180 kms from Polokwane, 135 km from Pretoria and 150 kms from Nelspruit. Greater Tubatse Local Municipality and Mpumalanga's Dr JS Moroka, Thembisile Hani, Steve Tshwete, Emakhazeni and Thaba Chweu local municipalities. It is situated about 180 kms from Polokwane, 135 km from Pretoria and 150 kms from Nelspruit.

The municipality is the third smallest of the five (5) local municipalities in Sekhukhune District, constituting 27, 7% of the area with 3,668,334 square kilometers of the district's 13,264 square kilometers. Land ownership is mostly traditional and the municipality is predominantly rural with about sixty two settlements, most of which are villages.

The Groblersdal Magisterial District, Roossenekal and Laersdrift are pivotal to the economic growth of the municipality. Moutse Magisterial District population and its economic activities include the

settlements in the western part of the Elias Motsoaledi Local Municipality. The settlements in the north eastern parts of the municipal area are located in the Hlogotlou and surrounding areas. It should thus be borne in mind that these four magisterial districts do not only form part of the Elias Motsoaledi Local Municipality but also partly comprises adjacent local municipalities. It does however provide an indication of the economic structure and characteristics in different parts of the EMLM.



3.1.2. POPULATION DISTRIBUTION AND TRENDS ANALYSIS

The population of the municipality is 268 256 which shows population increase of about 7, 58% as compared to the 2011 population figures. The growth of the population from 249 363 in 2011 could be attributed to natural growth and job opportunities and the overall growth in economic activities in the municipal area. The population growth between 2011 and 2016 means 0.9% of the people are aged 0-14 years old and 3.2% of people are aged 15-65 years old. The sex ratio indicates that for every 100 females there are 86 males.

The growth in population is more prevalent in males as reflected in the following table.

Table 9: Total Municipal Population

Population	2011	2016	% Incr.
Males	115503	125 133	8.34%
Females	133860	143 123	6.92%
Total	249 363	268 256	7.58%

Source: STATS SA, Census 2011 and CS 2016

Of the total population of 268 256(97, 9%) is African black, with the other population groups making up the remaining (2, 1%).

Table 10: Population by Ethnic Group

Group	Percentage
Black African	97,6%
Coloured	0,2%
Indian/Asian	0,1%
White	2,1%
Other	-
TOTAL	100%

Source: 2016 STATS SA Community survey

Table 11: Population by Age Group

Age	Males	Females
0-4	6,4%	6,3%
5-9	6,2%	6,1%
10-14	5,7%	5,7%
15-19	7,0%	7,2%
20-24	6,2%	5,7%
25-29	5%	5,4%
30-34	3,6%	4,1%
35-39	2,0%	3,0%

40-44	1,7%	2,3%
45-49	1,6%	2,2%
50-54	1,2%	2,2%
55-59	1,2%	1,7%

Source: 2016 Stats SA Community survey

Table 12: Household by Ethnic and Gender Group

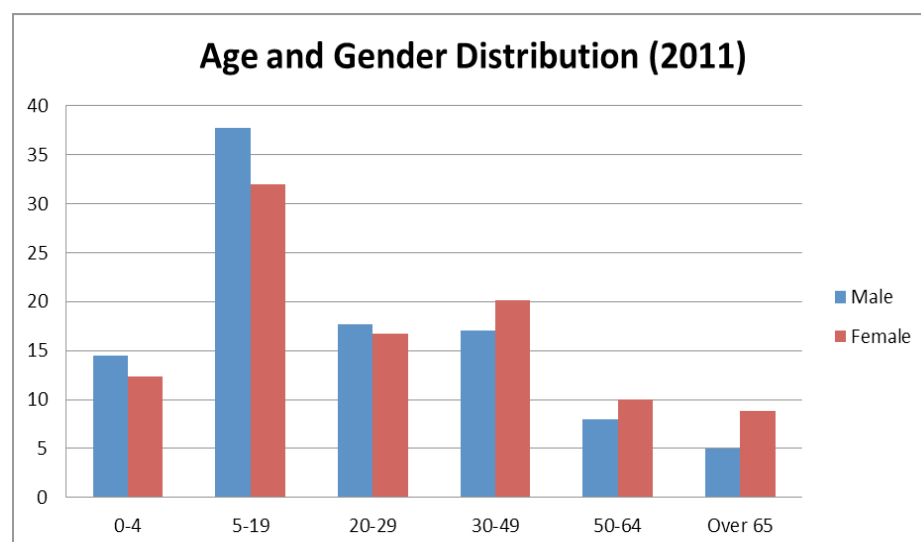
Population Group	Females	Male	Total
Black African	34 111	30 339	64450
Colored	106	34	140
Indian or asian	0	78	78
White	470	1220	1 690
Other	-	-	-
TOTAL	34,688	31,671	66,359

Source: Stats SA. CS 2016

- There are 53.7% females and 46.3% males within the Municipality
- There is a large segment of youth (under 19 years) which comprises 47.9% of the total population

The “young” population is prevalent in a developing country. Therefore there is an increased pressure on the delivery of Housing, Social Facilities and Job Creation within the Municipality.

Figure 2: Age and gender distribution



Source: Stats SA Census 2011

The most prevalent language spoken is Sepedi (59,9%), spoken by more than half the population, followed by Isindebele (15%) and Isizulu (8, 4%). The largest variety of spoken languages occurs in the non-urban area.

Table 13: Language Preference within the municipality

Language	%
Afrikaans	2,2%
English	0,2%
Isindebele	15%
Isixhosa	0,2%
Isizulu	8,4%
Sepedi	59,9%
Sesotho	1,1%
Setswana	7,1%
Sign language	0,0%
Siswati	1,5%
Tshivenda	0,2%
Xitsonga	1,5%
Other	0,5%
Not applicable	2,2%

Source: Stats SA .CS 2016

Table 14: The marital status within the municipality

Group	%
Married	16,6%
Living together	2,4%
Never married	50,6%
Widower/widow	2,2%
Separated	0,1%
Divorced	0,4%

The tables below indicate the tenure status in the municipal area. There is a clear indication that more of the land is occupied by individuals who have ownership than those that rent. The average household size has declined from 4.5 to 4.1 in 2001 and 2011 respectively.

Table 15: Age structure

Age	2011	%	2016	Percentage %
0-14	89 772	36	89 680	33,4
15-65	142 136	57	156229	58,2
65+	17 455	7	22347	8,3
Total	249 363	100	268256	99,9

Source: Stats SA 2011and CS 2016

3.1.3. HOUSEHOLD DISTRIBUTION (Source: STATS SA community survey 2016)

The average household size of 4:1 persons has been influenced by the fact that approximately (38, 7%) of households have two (2) or less occupants. This phenomenon could be as a result of several factors including incorrect baseline data or that younger people have set up their own homes but this is contrary to the statistics with respect to Age which reflects that there is a large segment of youth (under 19 years) which comprises 47.9% of the total population.

Table 16: Household Size

Household Size	Number 2016
1	15, 524
2	10, 015
3	9, 402
4	9, 268
5	7, 739
6	5, 513
7	3, 111
8	2, 214
9	1, 405
10+	2, 169
TOTAL	66, 359

Source: stats SA. CS 2016

Interesting to note that (58, 1%) of all households are owned with the majority fully paid off.

Table 17: Tenure Status

Tenure Status	2016
Rented	3, 834
Owned but not yet paid off	5, 120
Occupied rent-free	14, 247
Owned and fully paid off	37, 498
Other	5, 152
Total	65, 851

Source: Stats SA. CS 2016

Another notable feature of the household statistics is that approximately (87, 4%) pf all dwellings can be classified as formal structures as relected in the following table.

Table 18: Type of dwelling per household

Type Of Dwelling	2016
House or brick/concrete block structure on a separate stand or yard or on a farm	48, 781
Traditional dwelling/hut/structure made of traditional materials	2, 740
Flat or apartment in a block of flats	192
Cluster house in complex	12
Townhouse (semi-detached house in a complex)	29
Semi-detached house	559
House/flat/room in backyard	
Informal dwelling (shack; in backyard)	2, 404
Informal dwelling (shack; not in backyard; e.g. In an informal/squatter settlement or on a farm)	1, 028
Room/flat let on a property or larger dwelling/servants quarters/ granny flat	771
Caravan/tent	21
Other	1, 408
TOTAL	66, 359

Source: Stats SA. CS 2016

3.1.8 ECONOMIC PERSPECTIVE

There are certain opportunities because of the spatial landscape within the municipal area.

Groblersdal is a provincial growth point and a number of important arteries connect it with other towns (i.e. Middelburg, Marble Hall, Bronkhorstpruit and Stofberg) through the N11 and R25. These arteries can create social and economic viability and diversified development in the area. In addition, as per provision of the Groblersdal Town Planning Scheme (2006), other economic opportunities could flourish in co-existence with agriculture as the main economic base. It is possible to use the area for industrial purposes and this poses business opportunities. That in turn could lead to job creation for the local community. This will improve quality of life for the community.

Furthermore, there are strategically located parcels of land in close proximity to already existing developments. Most of the latter parcels of land are under utilised or not used at all. With utilisation of this land the surrounding settlement will benefit. The consctruction of the De Hoop dam is also likely to unleash spatial opportunities that will benefit both Elias Motsoalei and Greater Tubaste municipalities. The dam will improve water provision to mines and the settlements. Mining could then flourish and it will co-exist with human settlement.

The municipality has a great opportunity to grow economically, socially and infrastructural through

investment opportunities. The focus areas are in the sectors as stated:

- Mining
- Agricultural land
- Tourism opportunities
- Land for development

With regards to business development, Groblersdal, Dennilton, Monsterlus and Tafelkop are the main business nodes within EMLM. The remaining business development occurs mainly scattered along arterial routes or within settlement areas.

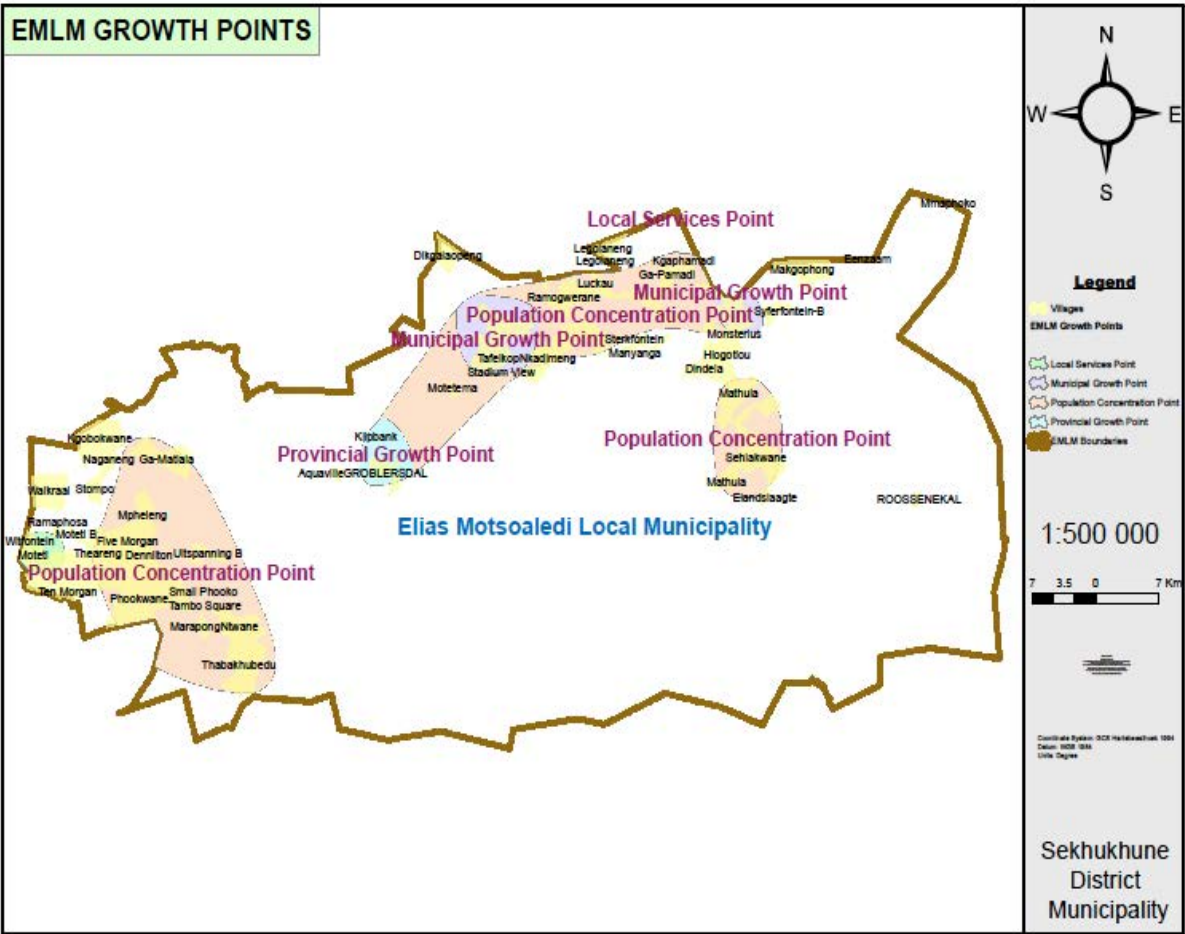


Figure 3: EMLM growth points
Source: Sekhukhune District Municipality GIS unit

The Elias Motsoaledi Local Municipality comprises of the following urban Provincial and Municipal Growth Points

3.1.8.1 GROBLERSDAL (PROVINCIAL GROWTH POINT)

This Urban Concentration Point is located within the northern section of the municipal area and is the larger of the 2 urban concentration points. This urban centre is located along N11/R25 and is ±28km from Marble Hall and has been identified as a provincial growth point. It provides a higher order service to the largely rural and urban population concentration point and has the higher order service related to complimentary activities associated to the agricultural and mining sector, and includes retail, social and financial services

There is a total of 1639 registered erven found within Groblersdal. The Municipality collects rates and taxes from these registered erven. Vacant land located directly west and east of Groblersdal vests with the EMLM, while vacant land towards the south east and south west vests with the National Government. These pieces of land are strategically located along the R25 and N11 therefore making them easily accessible for potential development.

3.8.1.2. ROOSSENEKAL (MUNICIPAL GROWTH POINT)

This Urban Concentration Point is located within the south east of the municipal area and is the second largest urban area. It is located close proximity to the R555 along D1526.

Some of the characteristics of this urban area are:

- Other business activities are focussed towards addressing the day to day needs of the larger communities and to provide a service to the agricultural sector
- Higher order social and economic is being obtained from Groblersdal and further north from Marble Hall

There is a total of 662 registered erven found within Roossenekal. The Municipality collects its rates and taxes from these registered erven:

- Vacant land to the North, East and South vest with the private sector
- Vacant land to the West of Roossenekal vests with the Sekhukhune District Municipality
- This land is strategically located along the R555

3.8.1.3 MOTETEMA (MUNICIPAL GROWTH POINT)

Motetema Municipal Growth Point encompasses Motetema and Tafelkop. It is located along D1547 and is ±10km from Groblersdal, which is the nearest town. Tafelkop is ±18km from Groblersdal.

There are a total of 990 registered erven found within Motetema. There are no registered erven found within Tafelkop. This could be attributed to the traditional authority found within the area.

Table 19: Motema registered and unregistered erven

Settlement	Registered and Unregistered Erven
Motetema	990 Registered
Tafelkop	8047 Unregistered
TOTAL	9037

Source: EMLM SDF 2013

CHAPTER 4

CHAPTER 4 STATUS QUO

4.1 OVERVIEW

Section 153 of the Constitution states that a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community; promote the social and economic development of the community; and participate in national and provincial development programmes¹.

This implies that local government must comply with the national strategic plan that defines the framework for detailed planning and action across all spheres of government. Strategic priority areas identified by national and provincial government will therefore guide the strategic priority areas identified by municipalities for the purpose of:

- ensuring cohesive focus in terms of building a developmental government that is efficient, effective and responsive
- strengthening accountability and striving for accountable and clean government
- accelerating service delivery and supporting the vulnerable
- fostering partnerships, social cohesion and community mobilisation

Within the above framework, municipalities are required to manage its own strategic focus to embrace and reflect the strategic priorities identified by national government. In a proactive step to comply with national requirements, the EMLM has embarked on a strategic planning review process to align its IDP to Provincial and National strategic priority areas. This approach supports full integration between spatial planning, community needs, strategic development, measurement and budgeting as is required by organisational performance management methodology as well as ultimately sound unqualified governance.

¹ South Africa. 1996. Constitution of the Republic of South Africa, Act no 108 of 1996. Pretoria: Government Printers.

The Performance Management Guidelines for Municipalities of 2001², paragraph 5.1 states that, “The Integrated Development Planning process and the Performance Management Process should appear to be seamlessly integrated. Integrated development planning fulfils the planning stage of performance management. PM fulfils the implementation management, monitoring and evaluation of the IDP process.”

The PM guidelines state the following guidelines regarding the setting of priorities:

Consistent with the event-centred approach in the IDP guide, the IDP should deliver the following products:

- An assessment of development in the municipal area, identifying development challenges, marginalised and vulnerable citizens and communities
- A long term development vision for the municipal area that overcomes its development challenges
- A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and realisation of the development vision
- Additional projects identified which contribute to the achievement of the above objectives
- A financial plan and medium term income and expenditure framework that is aligned with the priorities of the municipality
- A spatial development framework
- Disaster management plans
- Operational strategies

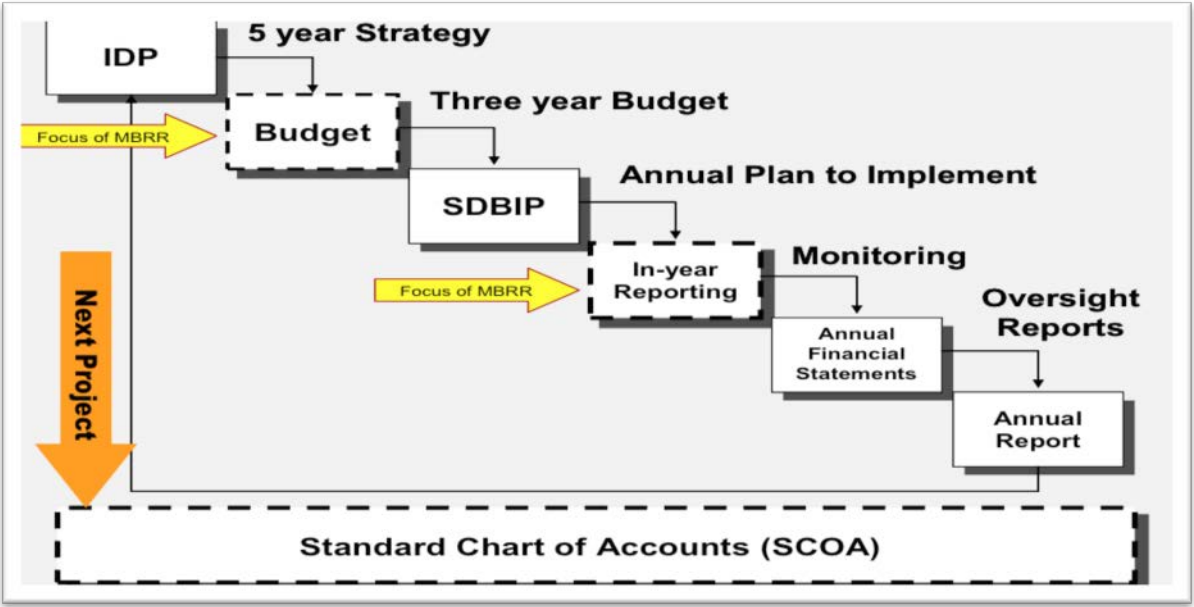
Priorities are essentially the issues that a municipality focus on in order of importance to address the needs that exists within the communities. Municipalities are also the “face of government” in as much as it has close contact with communities and therefore should channel all other service delivery related needs to the relevant provincial or national sector departments.

The purpose of Strategic Planning is:

- An organisation’s process of defining its strategy or direction, and making decisions on allocating its resources to pursue this strategy, including its capital and people
- The formal consideration of an organisation’s future course. All strategic planning deals with at least one of three key questions:
 - What do we do?
 - For whom do we do it?
 - How do we excel?

² The Performance Management Guide for Municipalities is available on: www.thedplg.gov.za

Figure 4: The Integrated Accountability cycle as prescribed by National Treasury



- Provision of services in a transparent, fair and accountable manner
- Provide public value for money
- To create a conducive environment for job creation and economic growth

4.1.1. KPA 1: SPATIAL RATIONALE

The Elias Motsoaledi Local Municipality is primarily rural in nature with high levels of Agricultural land. The urbanising structure of the local municipality is characterised by two Urban Concentrations and Seven Rural Concentration Points which are located along R25/N11/R33, R573 and R555 and which are provincial and national roads. These urban concentrations are:

- Groblersdal (Provincial Growth Point) - Urban
- Roosenekal (Municipal Growth Point) – Urban
- Motetema (Municipal Growth Point) – Rural
- Monsterlus (Municipal Growth Point) – Rural
- Ntwane (Population Concentration) – Rural
- Elandslaagte (Population Concentration Point) – Rural
- Sephaku (Population Concentration Point) – Rural
- Moteti/Zoetmelksfontein (Local Service Point) – Rural
- Walkraal (Local service Point) - Rural

The Elias Motsoaledi Municipality measures approximately 3782.4km2 in size and is divided into 31 wards and 5 traditional authorities. The below table indicates villages of the wards as per the ward delimitations conducted prior to the 2016 Local Government elections by the municipal demarcation board.

Ward 1	Ward 2	Ward 3	Ward 5
Ramaphosa	Moteti A	Kgobokwane	Stompo
Slovo	Moteti C	Naganeng	Ntswelemotse
Moteti B	Moteti C1		Waalkraal
Oorlog Extension	Homeland		Waalkral ext
Lusaka	Liberty		
Oorlog			
Mabose			
Ward 5	Ward 6	Ward 7	Ward 8
Magakadimeng	Phucukani	Masukustands	Marapong
Mpheleng	Taereng	Moteti C2	Malaeneng
	5 Morgan	10 Morgan	Sempupuru
		Nonyanestands	
		Zenzele	
		Ngolovane	
		Zumapark	
Ward 9	Ward 10	Ward 11	Ward 12
Tambo Square	Lehleseng A	Elandsdoorn	Thabakhubedu
Walter Sizulu	Lehleseng B	Uitspanning A	Thabantsho
Jabulani D1-3	Mohlamme Section	Five Morgan	Magagamatala
Phooko	Mashemong	Bloempoot	Buffelsvallei
Walter Sizulu Extension	Dithabaneng		Diepkloof
	Moshate		
	Lenkwaneng		
	Makitla		
	Bothubakoloi		
	Maswikaneng		
	Mohlamonyane		
	Phora		
	Podile		
	Ditshego		
Ward 13	Ward 14	Ward 15	Ward 16
Groblerdal	Matlala Lehwelere	Masoing	Mabhande
	Rakediwane	Mathula	Masanteng
	Masakaneng	Holnek	Doorom
	Vaalfontein	Vlaklaagte	Sovolo
	Aquaville	Keerom	Donkey Stop
		maraganeng	Nomaletsi
			Pelazwe

			Madala 1
			Madala 2
			Newstands
Ward 17	Ward 18	Ward 19	Ward 20
Matsepe Sedibeng	Mmotwaneng	Mathula	Monsterlus A
Ga-Moloi section	Syferfontein	Enkosini	Monsterlus B
Bapeding section	Talane	Dindela	Monsterlus C
Matshelapata New stands	Magukubjane	Rondebosch	Stadium View
	Makgopeng	Perdeplaas	Matsitsi A
	Mountain View	Thabaleboto	
	Mphepisheng Ext.		
Ward 21	Ward 22	Ward 23	Ward 24
Jerusalema	Mogaung	Vlakfontein	Mandela
Motsephiri	Legolaneng	Sephaku	Luckau
Kgapamadi	Makena		Posa
	Phomola		Botshabelo
	Maphepha village		Chiloaneng
Ward 25	Ward 26	Ward 27	Ward 28
Ga Matsepe	Ga Kopa	Majakaneng	Dipakapakeng
Makaepea	Matebeleng	Botloponya	Mgababa
Makorokorong	Kampeng	Nyakelang	Stadium East (ZCC Section)
Dikgalaopeng	Bapeding New stand	Stadium View	
Mashemong		Mountain View	
Ward 29	Ward 30	Ward 31	
Ramogwerane	Zone 11	Motetema	
Sterkfontein	Zone 3	Rakidiwane Farm	
	Makwane Nkakaboleng	Ga-Lekwane	
	Donteldoos		
	Tigershoek		
	Buffelskloof		
	Motlagatsane		
	Laersdrift		
	TshehlaTrust		
	Station		
	Roosenekal Town		
	RDP village		

The Municipality consists of the following Traditional Authorities:

Table 20: Tribal Authorities

Tribal authority	Name of chief	Location	Tribal authority needs
Bakwena Traditonal authority	Chief B.R. Matsepe Kopa	Ward 25 Tafelkop Ga-Matsepe	Water and Office furniture
Bantwane Traditional authority	Chief M.P. Mathebe	Ward 10 Ntwane	Communication services Fencing of the office Electrification of the office
Ndebele Traditional authority	Chief P.J. Mahlangu Maphepha 2 nd	Ward 19	Tarring of road to the tribal office Construction of Public toilets Fencing of the tribal office Security room Renovation of the office and hall
Bakgaga ba Kopa Traditional authority	Chief B.H. Rammupudu	Ward 26 Tafelkop	Renovation of the Tribal authority offices Office equipment's
Matlala Lehwelere Tribal authority	Chief S.F. Matlala	Ward 14 Ga- Matlala Lehwelere	Tribal authority offices and equipments at Blompoort and Naganeng (INDUNA)

The history of Elias Motsoaledi Local Municipality is similar to that of many South African rural municipalities. The poorest part of the community lives in the denser settlements in the western (Moutse) and northern (Hlogotlou) margins of the municipality. These two areas are least developed, since the bulk of economic activity is concentrated around the commercial farms in the vicinity of Groblersdal Town.

The Moutse and Hlogotlou areas are the former homeland areas of Lebowa (north) and KwaNdebele (west), and represent the formerly designated ‘black’ areas of Apartheid South Africa.

The population in these two areas tends to concentrate in the large cluster settlements of Hlogotlou and Dennilton respectively, as well as in the numerous small settlements (many with less than 1 000 people) that are dispersed around these areas. Elias Motsoaledi comprises a dualistic socio-economic system characterized by a formal, well-developed formerly designated ‘white area’ which co-exists with an extensive, poorly developed range of “black areas” on the periphery.

The municipal area is also characterized by variations in relief, climate and vegetation. The undulating grassy plains of the Highveld give way to the lower-lying Bushveld areas and the Olifants and the Moses River systems bisect the mountainous terrain. Rainfall is seasonal, and is distributed mostly in the summer months between November and April, while the winters are generally cool and dry. The areas within the catchments of the Olifants and Moses Rivers have abundant surface and ground water supplies for commercial irrigation, tourism, industrial and domestic uses.

TheEMLM area exhibits the following spatial characteristics:

- A relatively large land area extending approximately 3 713km²
- A fragmented residential component consisting of 82 Settlements
- Two (2) significant clusters of villages, one to the west of Groblersdal and one central and north east of Groblersdal
- There is a clear distinction between high and low potential agricultural land being utilized for intensive or extensive agricultural activities
- Environmental sensitive areas are mainly along stream areas

The prevaing spatial pattern can be attributed to the following:

- Historic policies and development initiatives;
- Economic potential of land;
- Land ownership and management;
- Culture
- Topography

SPLUMA implementation

- EMLM SPLUMA Bylaw has been promulgated and gazetted
- The district joint tribunal has been established to consider specific category of land development applications
- The system of delegation of responsibilities to the tribunal as well as the designated officials has been approved by council wherefore certain categories of application should be dealt with by each designated authority or individual.

Current major developments in the municipality:

- High impact private sector driven project under construction;
- Groblersdal Regional Mall
- Proposed Anchor
- Agri-park - council approved allocation of 40 hectares of land for Agri-Park development.
- Council driven proposals
- 95% completion of Groblersdal township establishment process on Portion 39 of Farm Klipbank 26js.
- Completion of Rossenekal township establishment in progress on the Remainder of farm Mapochgronde 911js
- Township establishment processes for the expansion of Groblersdal Industrial Sites on Portion 0 of farm Klipbank 26js

4.1.1.1 SETTLEMENT PATTERNS (HIERARCHY OF SETTLEMENT)

The Limpopo Province Spatial Rationale, 2007 identified a settlement hierarchy for Limpopo and the hierarchy for the SDM area is also described in terms of this hierarchy. A settlement hierarchy is usually based on the classification of individual settlements (e.g. towns and villages). The settlement hierarchy as contained in the Limpopo Province Spatial Rationale and confirmed by the SDF is as follows:

- **First order settlement** - made up of provincial growth points, district growth points and municipal growth points via Groblersdal, Monsterlus, and Motetema/Tafelkop.
- **Second order settlements** – made up of villages that are densely populated and have vibrant economic activities at unplanned settlements. This includes smaller urban towns as well via Ntwane, Elandslaagte, and Sephaku.
- **Third order settlement** – made up of local service points that are showing signs of growth via Moteti and Zoetmelksfontein.
- **Fourth order settlement** – made up of village service areas whose growth is stagnant.
- **Fifth order settlement** – made up of villages that are showing signs of not growing.

The settlement order determines the type of services to be provided e.g. shopping malls would be located in settlement order 1 and settlement order 2 manufacturing industries would be located mainly in settlement order 1 and to a limited extend settlement order 2.

4.1.1.2. LAND USE MANAGEMENT

The municipality as provincial growth point has identified the areas where economic activities could be initiated. Amongst other areas, the following space is earmarked:

- Groblersdal game farm reserved for residential purpose
- Groblersdal industrial site
- Roosenekal town establishment site
- Tafelkop shopping complex

The table below indicates Land ownership and description. The information has been consolidated into one table. A full analysis of the report is clearly captured on the ward based analysis report that was tabled to council.

Table 21: Land ownership

Communal	Private	Government	Any other	Challenges	Land reserved for economic activities
109 villages	20 villages	21	None	There is need to formalise all the informal settlements	Land reserved for economic activities is clearly indicated in the municipal spatial development framework

Land use challenges

The municipality is faced with following land use challenges:

- **Topography:** A large percentage of land area within the municipal area cannot be considered for urban development due to the mountainous nature of the terrain, although this situation has other advantages in respect of water catchment areas, tourism value, climate, etc.
- **Urban Sprawl /** Spatial separations and disparities between towns and townships have caused inefficient provision of basic services, and transport costs are enormous. It further hinders the creation of a core urban complex that is essential for a healthy spatial pattern.
- **High Potential Agricultural Land** – the most central area and eastern parts of the municipality can be regarded as high potential agricultural land (irrigation), which will influence the spatial development of the area.
- **The dependence of the local economy on Agriculture,** and the current location of high potential agricultural land in relation to existing development and service networks, ensures that this factor will thus also influence future development initiatives. It is imperative that this resource be protected for the economic well being of the area.
- **Environmental Sensitive areas** - The mountainous area and hydrological pattern to the central and eastern parts of the municipal area can be considered as development constraints and can also influence the design of a future spatial pattern, in that their position is fixed. The areas along major rivers, as indicated on the mapping documentation, can however encourage a greenbelt effect.
- **Huge backlogs in service infrastructure and networks** in the underdeveloped areas require municipal expenditure far in excess of the revenue currently available within the local government system.
- **The constant increase of informal settlement** areas and skewed settlement patterns, are functionally inefficient and costly. It further bears the threat of neutralizing development alternatives by the reduction of land availability, and the problems associated with relocation of communities once they have established.

4.1.1.3 Land Invasions

There are informal settlements in the municipality that make planning difficult and also increase the municipal burden of providing services to the communities. A process of formalising the areas mentioned in Table 31 has resumed. The National Department of Rural Development, through the Housing Development Agency, was appointed as consultant to the formalisation process.

Table 22: The table below indicate progress attained in formalising the mentioned villages or settlements

Area	Formalisation Progress
Zone 11 in Roosenekal Ward 30	Feasibility study completed
Zuma Park in Dennilton Ward 07	Feasibility study completed
Congo in Motetema Ward 29	Draft layout
Hlogotlou Stadium Ward 20	Process finalised and handover done
Masakaneng Village (ward 14) next to Groblersdal	General plan in place

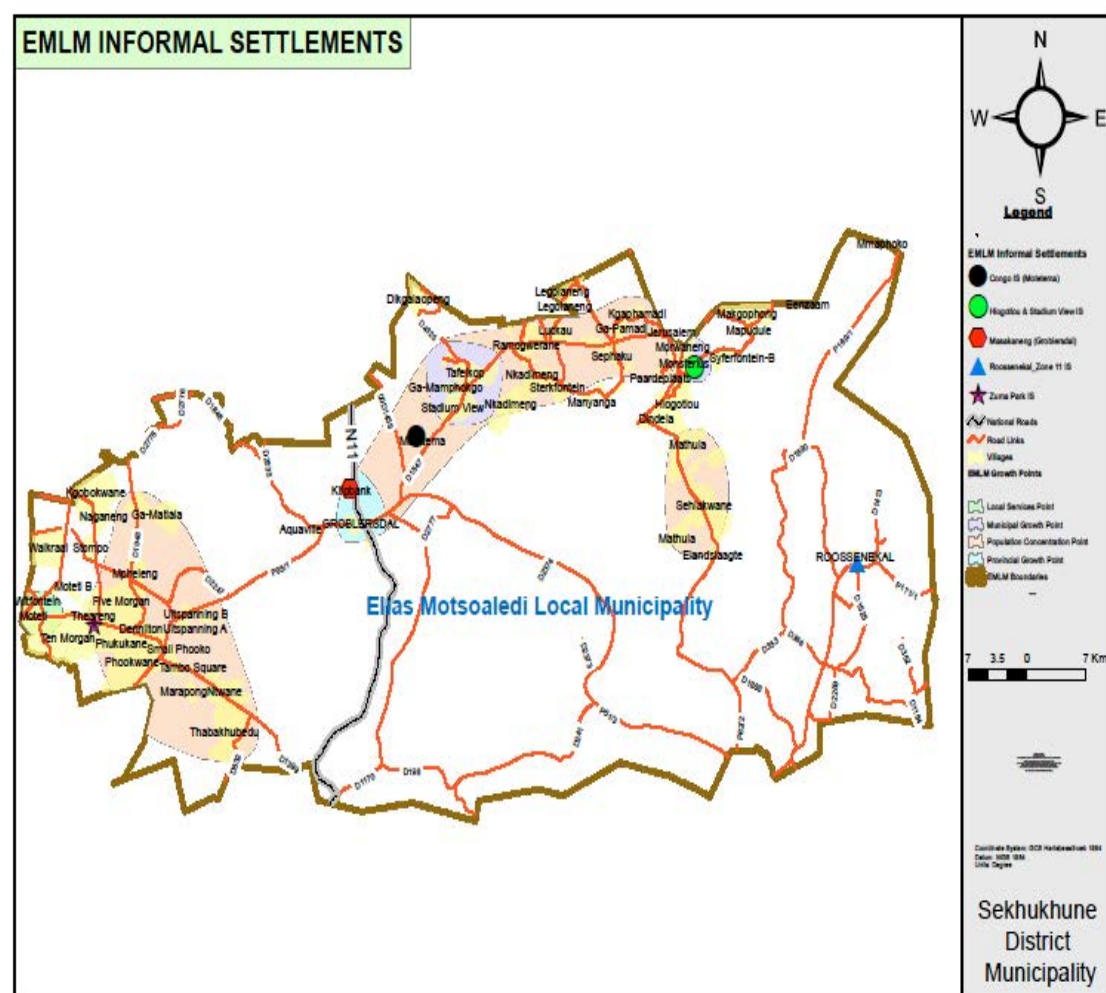


Figure 5: Informal Settlements in EMLM
Soure: Sekhukhne District Municipality GIS unit

Restricted access to land by the Municipality is due to inhibitive land cost (privately owned land). Statutory deterrents (state-owned land under tribal custodianship) would exacerbate attempts by the Council to orchestrate and encourage the development of a beneficial spatial pattern within the municipal area.

Construction of the new De Hoop dam in the north eastern part of the municipal area will have a significant influence on the spatial characteristics of the surrounding area.

Land use management and planning problems are:

- contradictory legislation and procedures caused by cross-border issues
- disparate land use management systems (up to 2006) in formerly segregated areas
- overlap between requirements for planning permissions and environmental impact management
- lack of a uniform land use management system for the whole area
- review of the spatial development framework to guide and manage land use management

The land cover profile of the Elias Motsoaledi Local Municipality is indicated in Strategic vacant land in tems of ownership identified for different growth points.

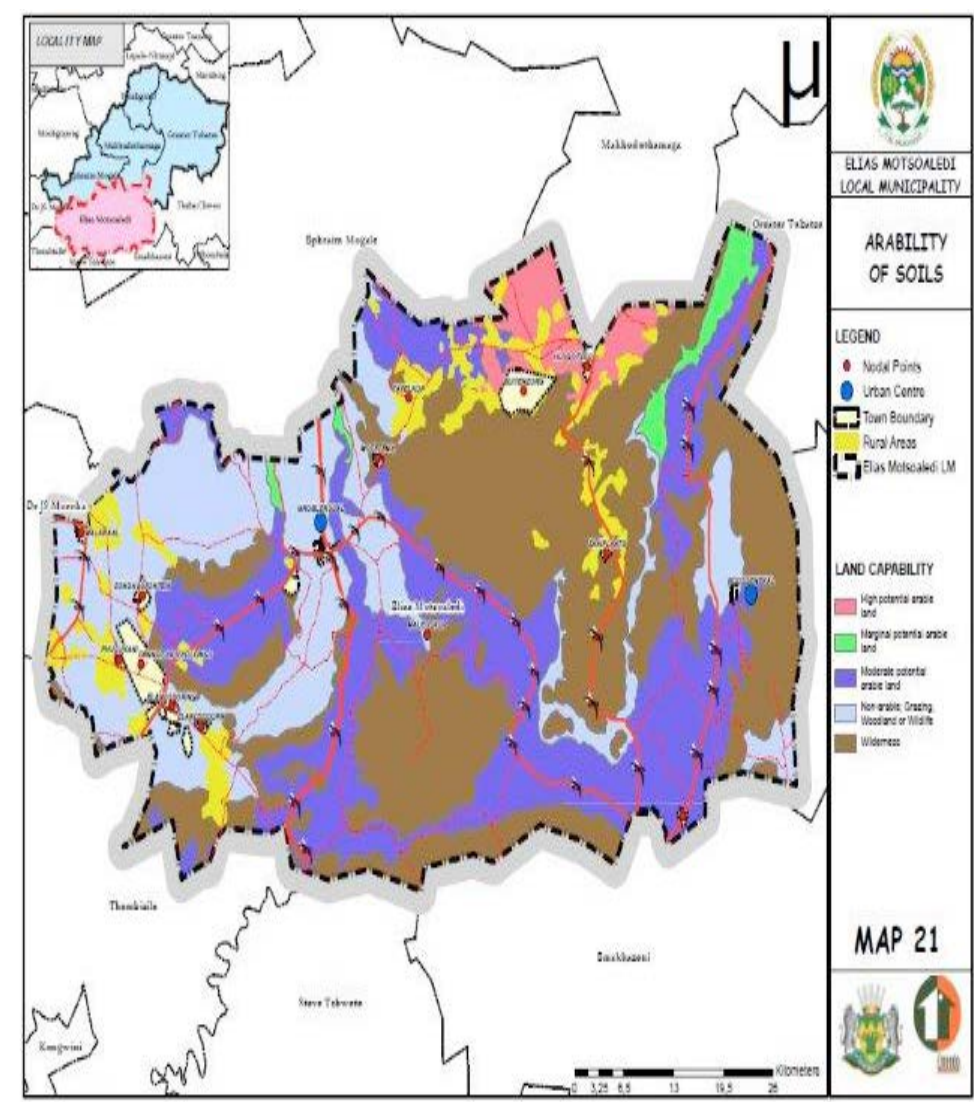
Table 23: Land cover

Description	Area (ha)	Percentage
Cultivated: permanent - commercial irrigated	231.4798	0.06
Cultivated: temporary-commercial dryland	14467.64	3.9
Cultivated: temporary- commercial irrigated	27308.12	7.3
Cultivated: temporary-semi-commercial/subsistence dry land	25714	6.9
Degraded: forest and woodland	20797.899	5.6
Degraded: thicket and bush land	1035.96	0.3
Degraded: unimproved grassland	8715.025	2.3
Forest and woodland	151860.732	40.8
Forest plantations	626.7495	0.2
Mines and quarries	1926.279	0.5
Thicket and bush land	51972.7276	14
Unimproved grassland	56215.189	15.1
Urban/built-up land-commercial	34.795	0.01
Urban/built-up land-residential	10718.76	2.9
Waterbodies	325.686	0.1
Total	371950.99 ha	100%

Source: SA Land Cover

- The majority of the Municipality is covered by forest and woodlands (40.8%)
- Thicket and bush land and unimproved grassland account for 29.1% of the area;
- Cultivated land accounts for 18.16% of the total area
- Only a small percentage of the area accounts for degraded land

Figure 6: Arability of soil



Source: EMLM SDF 2013

In summary, the following spatial challenges were identified:

- Land invasions (Roosenekal, Laersdrift, Walkraal, Masakaneng ,Motetema, Elnsdoorn (Tambo, Walter Sizulu) and R25 T-junction Groblersdal
- Emerging tendencies of land grab/ forceful invasion of private or public land.
- Illegal small scale-mining (sand-harvesting, un-rehabilitated borrow pit etc.)
- Non-compliance of planning tools(land use schemes and SDF)with SPLUMA
- Some farm portions/land are still owned by Mpumalanga Provincial Government

4.1.2 SPATIAL DEVELOPMENT FRAMEWORK

The spatial development framework of the municipality outlines the critical areas that need to be considered when dealing with land development within the municipal area. The municipality has appointed a service provider to assist with the review of the SDF in order to align to SPLUMA. Amongst others, the current SDF stipulate the following:

Objectives

The following objectives should be adhered to when addressing residential development:

- Correction of historically distorted spatial patterns;
- Promotion of spatial integration;
- Promotion of a diverse combination of land uses in support of each other;
 - Discouragement of urban sprawl and the promotion of more compact settlements;
 - Protection of environmental attributes;
 - Optimization of the use of existing resources, including bulk infrastructure; and
 - The introduction of different housing typologies.

Guidelines

The establishment of townships and densification within the existing nodal points is conducted in terms of a legal framework regardless of income or race. The difference between the respective residential typologies vests primarily with the funding organization, where middle to higher income residential developments are funded by the private sector and the lower income developments funded by the public sector (BNG).

Densification within existing urban structure is primarily conducted by way of rezoning (change of zoning from Residential 1 to Residential 2/3 – Townhouses) or subdivision (subdivision of an Erf as dictated by the density requirements of the Town Planning Scheme). Township Establishment is conducted on Farm land in terms of the Town Planning and Townships Ordinance, 1986.

The provision of affordable housing is the responsibility of National, Provincial and Local Government. Although the primary responsibility vests with the Public Sector, a number of agreements have been entered into with the Private Sector (Financial Sector), to assist with the delivery of Integrated Housing Developments. The challenge is to go beyond the provision of mass housing but to build communities and create conditions which will promote economic and community sustainability. In addressing new developments, the following criteria need to be considered:

- Availability of bulk infrastructure;
- Ownership of land;
- Access to social amenities and economic opportunities;
- Access to public transport; and
- Integration of the urban structure.

Community Residential Units (CRU's) need to be considered to provide stable rental tenure for lower income persons (Below R3 500) who are not able to access private rental and social rental market. This program replaces the National Hostel Re-Development Program and is a coherent program dealing with different forms of public residential accommodation in good locations with public support.

From a spatial point of view the best localities for CRU's is in the immediate vicinity of economic activity nodes which normally offers a variety of business/social services as well as movement corridors.

This type of housing can also be aligned with the Neighbourhood Development Partnership Grant (NDPG) for the certain areas in order to further strengthen the identified activity nodes namely:

- Supporting node in Roossenekal;
- Supporting node in Motetema/Tafelkop.

All these nodes are situated on the main movement corridors which also forms the main public transport routes. CRU's can also be integrated in new land development projects in localities adjacent to future development nodes based on BNG projects.

B) Commercial and Industrial Development

Principles

With the respective urban nodes linked to functionality, it is imperative that these areas be promoted as such.

However, notwithstanding the above, all of the urban nodes have Central Business Districts (CBD's) and industrial areas which vary in nature and extent. In the development of these areas, the following elements need to be considered:

- The majority of the CBD's are underdeveloped in terms of bulk, and future development should rather focus to maximize undeveloped buildings and vacant land. Rather strengthen existing CBD's as opposed to encourage sprawl;
- Some higher order retail and commercial activities need to be developed in historically disadvantaged areas (where required), without compromising existing undeveloped CBD's;
- Vacant industrial sites (if owned by the Municipalities) need to be marketed by way of introducing incentive schemes; and
- Where industrial stands are required new areas need to be identified.

Incentives

In order to promote and facilitate economic growth within the respective urban nodes, it is proposed that an incentive scheme be investigated and submitted to the Municipality for consideration. Some of the incentives to be investigated will entail:

- Tax Incentives (Municipal Tax Rebates);
- Land Incentives (where Municipal owned land can be made available to the Developer);
- Bulk Infrastructure (where developer will obtain reduction to bulk services contribution); and
- Development Rights (where higher land use rights are allocated in specific areas).

Informal Trade

Although the informal traders play a vital function within the economic domain by providing jobs and generating a basic income, a number of guiding principles need to be set and implemented to reduce conflict situations with the public-and private sector. These principles are as follows:

- Identified trading areas need to be demarcated within the CBD and other areas (taxi ranks) in order to minimize pedestrian and traders conflicts;
- Informal traders should not occupy space in front of formal business shop windows or under overhangs/ balconies as this would cause inconvenience to pedestrian movement and passive shopping;
- Informal traders should not conduct trade at the intersections of roads as it impedes on traffic regulations (sight distance);
- Narrow sidewalks should not be used for informal trading;
- Informal traders should be registered and managed in terms of an Association;
- No formal business should sell goods outside it's premises on the sidewalks;
- Certain types of goods which are being sold should not be mixed, for example, the cutting of hair next to cooked food stalls; and
- Proper storage, cleaning and toilet facilities should be investigated and implemented by the Local Municipality.

Although the above guidelines are only a directive, it is proposed that detailed "Hawkers By-Laws" be prepared in conjunction with all stakeholders (Local Municipality, Formal Business and Informal Traders).

4.1.3 ENVIRONMENTAL PROFILE

4.1.3.1. GEOLOGY

The site consists of shallow to moderate sandy loam with underlain rocks such as granophyre's and a mixture of granite and granophyre, intruded by dolerite/lamprophyre dykes. Acock Veld Types are the vegetation for this area. During the construction phase of the dam, certain procedures such as the use of explosives might affect the (structural) geology of the region.

4.1.3.2. TOPOGRAPHY

The municipality's topography is characterized by undulating slopes interrupted by koppies, mountains and valleys. The main mountains are Mapule, Boshalala, and Phooko in the south and southwest of the municipality, Thabaleboto in Monsterlus in the west and Ramohllokolo in the north in Motetema. The Olifants river valley bisects the municipality and forms a haven of agricultural development.

4.1.3.3. CLIMATE CHANGE

Climate change is one of the most fundamental aspects that continuous to confront humanity. The municipality has implemented two projects that are geared towards contributing to climate change namely: installation of solar powered robots/traffic lights and the planting of 400 trees. It remains the aim of the institution to contribute in the elimination of climate change.

4.1.3.4 RAINFALL

The area is in the summer rainfall (October to March) region of South Africa and has an approximated annual rainfall of 878mm. An average of 123.1mm was recorded for January, the month with the highest average rainfall. Approximately 25 days of the year, during March through to October, frost is expected³.

4.1.3.5 TEMPERATURE

The area has warm summers and cold winters with average maximum and minimum temperatures of 20.3 and 7.3 degrees Celsius, respectively.

4.1.3.6 WATER

The depth of the ground water could be affected by the construction of a large dam. The dam may also influence the flow of nearby rivers which might also be affected by the ground water depth. Steelpoort has a harvest potential of 10 000 – 15 000 m³/km² per annum. The harvest potential of the environment is directly related to the water in the region (ground water, rivers and streams). The impact of the upper reservoir (during the construction, filling and operational phases) must be considered.

4.1.3.7 ENVIRONMENTAL CONSERVATION AND SENSITIVE AREAS

The following are the proclaimed nature reserves in the EMLM area:

- Mantrombi Nature Reserve
- Kwaggavoetpad Nature Reserve
- Maleoskop Nature Reserve
- Moutse Nature Reserve

Special reference should be made to the portions of land adjacent to the proposed De Hoop Dam. The mountainous area should ideally be protected as a nature reserve, promoting Eco-Tourism and Eco-Estate development, according to a Master Development Plan that should be established for this area.

Wetlands were found to exist near the preferred site, but not in its footprint. It is however necessary that boundaries and barriers be put up to ensure that the wetlands are not adversely affected during the construction and operational phase of the project.

3 Soil and Irrigation Research Institute, 1987

4.1.3.8 AIR QUALITY AND POLLUTION

The main sources of air pollution are the operations at the mines whose impact is at an acceptable level as per the environmental impact studies done before the operations started. The municipality is also developing a comprehensive environmental analysis in order to obtain a better understanding of the current state of its environment. This report will serve in Council and would include interventions to address environmental challenges. It would further align to the approved SDF.

4.1.3.9 ENVIRONMENTAL CHALLENGES

Table 24: Environmental challenges

Category	Challenge
Climate change	<p>Climate change remains a serious challenge for the municipality. Taking into consideration what the municipality has done to contribute in the reduction of climate change, more efforts are still required to ensure total elimination of climate change effects.</p> <p>Some of the effects include amongst others the following:</p> <ul style="list-style-type: none">• Water pollution• Waste management and recycling• Expansion of settlements and clearing of natural vegetation
Soil erosion	<p>Most of the villages particularly in the moutse area are located in mountainous areas. During heavy rains the areas experience lot of soil erosion which makes it difficult for the communities to sufficiently use the land.</p>
Wetlands	<p>The hostile alien plants continue to reproduce itself and poses a serious danger to the environment in the municipal area.</p>
Rainfall	<p>The municipality is frequently experiencing heavy rains during summer summer season which sometimes causes disaster in some villages.</p>
Emissions / Air quality pollution	<p>The R25 route links the municipality with other provinces and used by abnormal trucks that carries various machineries to mines and industries. This contributes negatively in the air quality within the municipal area.</p>
Water pollution	<p>The lack of acceptable sanitation in the rural areas of the municipality continuous to undermine the right of the communities to have good health. The existing rivers and ponds are being contaminated and that on its own poses a serious threats.</p>
Deforestation and fire	<p>Communities continue to deforest and also destroy the natural resources.</p>
Bylaws	<p>The lack of adequate environmental bylaws continues to undermine the importance of the environment in the municipal area.</p>
Awareness	<p>Lack of knowledge by communities on how to conserve nature and take care of the environment.</p>

4.2. KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

4.2.1 GENERAL OVERVIEW

Access to social and economic services enables people to participate fully in the economy and their communities. The EMLM with respect to basic social services is not responsible for Water and Sanitation, but fulfils its legislative mandate for all other services with the exception of Provincial related Health and Education.

4.2.1.1 PROVISION OF WATER SERVICES

The Sekhukhune district municipality (SDM) is a water authority. EMLM’s role is to provide water as per the signed water service level agreement with the District. Sekhukhune District Municipality has upgraded the water treatment plant in Groblersdal which will be used to bulk water supply in the area of Moutse. This area is currently being supplied with water from the Weltevrede Purification Plant which is under Dr J.S Moroka Municipality.

Approximately 14,052 (23, 3%) households have access to water on site based on the minimum service level standard of piped water on stand. This fact highlights the extremely rural topography of the municipality and the challenges faced to provide bulk infrastructure in these areas. This implies that affected households rely on natural sources (such as rivers and springs) for their water supply. The current state of affairs does not augur well for a developmental oriented municipality that seeks to improve the quality of life of its residents.

Census 2011 revealed that the EMLM households increased by 9, 6% which culminated into an increase in the water backlog.**The water backlog is 52.3, (34 681households)**

The District Municipality provides free basic water to all villages in the Municipality except Groblersdal, Motetama and Roosenekal. Provision of free basic water is being conducted at District level as the WSA and most indigents are in rural areas where the district is providing the water services. The District municipality is providing free basic water to all villages. Approximately, **31649 households** receive free basic water in EMLM.

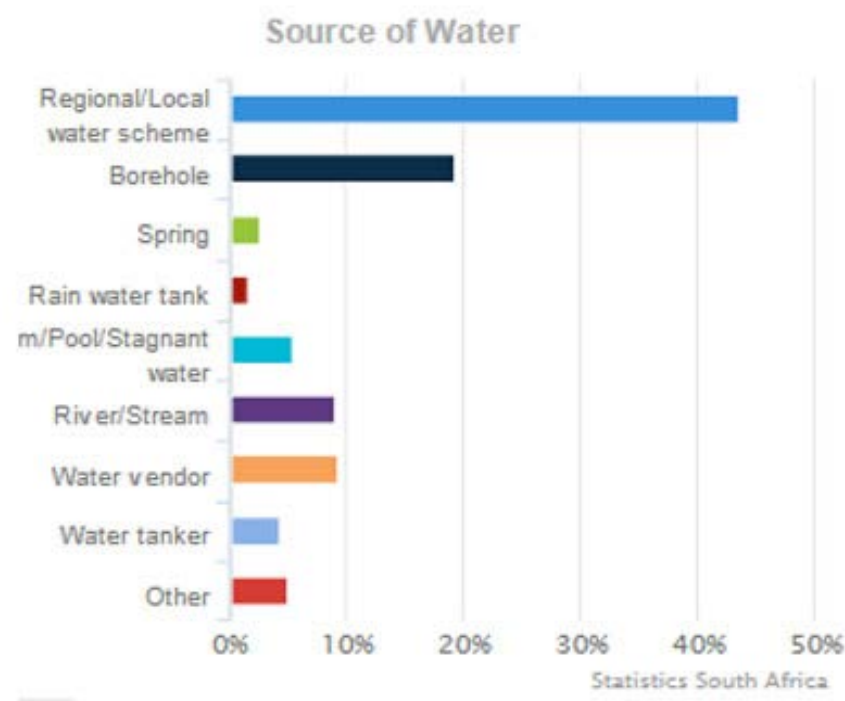
The surface water resources in the municipality are comprised of two rivers: Oilfants and Tonteldos rivers. There are a total of 71 Boreholes in the municipality with 44 of them not operational. These boreholes are Minor Aquifer types that supply communities of 1800 people from a single borehole.

Table 25: Water sources in EMLM

Source of water	Percentage
Regional/local water scheme (operated by municipality or other water services provider)	43,5%
Borehole	19,3%
Spring	2,7%
Rain water tank	1,6%
Dam/pool/stagnant water	5,4%
River/stream	9%
Water vendor	9,2%
Water tanker	4,3%
Other	5%

Source: Stats SA census 2011

Figure 7: Water sources



4.2.1.2 PROVISION OF SANITATION SERVICES

Sekhukhune District Municipality is providing sanitation services as outlined in their powers and functions. The role of EMLM is to co-ordinate and ensures that the service is provided adequately to the deserving citizens. Free basic sanitation is provided in all rural areas in the form of VIP toilets.

Sanitation remains a key development challenge in the municipal area. Only an average of 3 % of households have access to waterborne sanitation services. The majority of households have access to sanitation services below RDP standards. 7, 6% of households have access to pit latrines without ventilation, while only 2, 8% have access to septic tanks.

Table 26: EMLM Sanitation Supply to Households (source: Stats SA Census 2011)

Category	2001		2011	
	households	percentage	households	percentage
Flush toilet connected to sewerage	2865	5.8%	6085	10%
Flush toilet (with septic tank)	532	1%	942	1.6%
Chemical toilet	725	1.5%	766	1.3%
Pit latrine with ventilation (VIP)	4153	8.5%	4949	8.2%
Pit latrine without ventilation	37139	75.9%	42683	71%
Bucket latrine	400	0.8%	460	0.8%
No toilet	3131	6.4%	2680	4.4%
Other	3	0.006%	1687	2.8%
Total	48948	100%	60251	100%

- There has been an increase of 4.6% flush toilets (connected to a sewerage system) per households between 2001 and 2011
- Although pit latrines (without ventilation) have decreased by 4.9% between 2001 and 2011, this is still the most widely used system within the municipality (71%)
- The number of households without a toilet system has been reduced
- **The current sanitation backlog is 84,6 (56 149%)**

Table 27: Existing Sanitation Systems

Waste Water Treatment Works (WWTW)		Intervention
EMLM has two waste water treatment works (WWTW) that treats waste water in their area of jurisdiction.	1. Groblersdal Waste Water Treatment Works (GWWTW) <ul style="list-style-type: none"> Capacity: 5ml per day Type: conventional plant 	2. Monitoring of the plant as a designated EMI's
	3. Roossenekal Waste Water Treatment Works (RWWTW) <ul style="list-style-type: none"> Capacity: 0.4 ml per day - to be upgraded to ml Per Day Type: conventional plant 	4. Monitoring of the plant as a designated EMI's
Ponds		
These ponds are in a very bad condition and urgently need to be refurbished.	1. MotetemaPonds <ul style="list-style-type: none"> Waste Water Treatment Plant: Motetema Capacity: 0.4ml per day Type: pond system 	2. Monitoring of the plant as a designated EMI's
	2.Dennilton Ponds <ul style="list-style-type: none"> Waste Water Treatment Plant: Motetema Capacity: 0.2ml per day Type: pond system 	Monitoring of the plant as a designated EMI's

4.2.1.3 PROVISION OF ENERGY/ELECTRICITY

The municipality and ESKOM are the main electricity supply authorities. The Municipality has a licence for Groblersdal town and Roossenekal town only, with all other areas falling under the jurisdiction of Eskom.

Approximately 97, 5% of all the towns and villages comprising the EMLM have access to electricity supply. The Municipality rely on Eskom to supply all other areas within EMLM whereby mostly the challenge is capacity on the network as certain areas could not be electrified until Eskom upgrade the networks. The municipality was unable to totally eradicate **electricity backlog by 2014 due to mushrooming informal settlements and extensins in villages.**

The municipality has implemented a smart metering project in the Roossenekal town. This project was performed in collaboration with Invirohub and a total number of 465 smart meters have been installed and later the community vandalised the meters. The main objective of this project was to reduce illegal connections and enforce community members to pay for the electricity provided, thus improving payment levels. We are also having those villages amongst other like Makwana, Monsterlus, New stands and others that are still without electricity and the processes are underway. Some of this villages have been electrified however, we still encounter extensions that increases the backlog. We are also looking at other alternatives sources like Solar system to those communities that are living in poverty and deficient in this basic service. **The electricity backlog is 6 % (3895 households)**

EMLM has developed a lighting master plan for all municipal areas to establish the financial implications of providing high mast lights in the entire municipal area and reduce possible incidence of crime in unlighted areas and also urbanise the townships. This is proven by the high mast lights projects in Elansdoorn Township, Walter Sizulu and Thambo Square, Kgobokwane, Naganeng, Mpheleng, Ngholovhane, Ntwane, Thabakhubedu, Luckau, Sephaku, Jerusalema and Mmotwaneng. Installation of these highmast lights is an indication of the municipality's commitment to fast-track service delivery.

Table 28: Types of energy sources

Geography	Elias Motsoaledi
Energy or fuel for cooking	
None	138
Electricity	37,830
Gas	666
Paraffin	3,732
Wood	13,069
Coal	4,483
Animal dung	215
Solar	102
Other	16
Total	60,251

Source: Stats SA census 2011

Table 29: Types of energy for heating and lighting

Energy or fuel for heating	Energy or fuel for lighting	Number of households
None	None	59
	Electricity	7,167
	Gas	10
	Paraffin	48
	Candles (not a valid option)	1,313
	Solar	16
	Total	8,614
Electricity	None	29
	Electricity	30,246
	Gas	16
	Paraffin	16
	Candles (not a valid option)	56
	Solar	70
	Total	30,433
Gas	None	4
	Electricity	369
	Gas	28
	Paraffin	2
	Candles (not a valid option)	57
	Solar	2
	Total	462
Paraffin	None	10
	Electricity	565
	Gas	4
	Paraffin	87
	Candles (not a valid option)	712
	Solar	5
	Total	937
Wood	None	49
	Electricity	9,288
	Gas	24
	Paraffin	95
	Candles (not a valid option)	2,288
	Solar	44
	Total	11,789
Coal	None	4

Energy or fuel for heating	Energy or fuel for lighting	Number of households
	Electricity	7,019
	Gas	5
	Paraffin	18
	Candles (not a valid option)	223
	Solar	27
	Total	7,296
Candles (not a valid option)	None	-
	Electricity	-
	Gas	-
	Paraffin	-
	Candles (not a valid option)	-
	Solar	-
	Unspecified	-
	Not applicable	-
	Total	-
Animal dung	None	
	Electricity	163
	Gas	
	Paraffin	
	Candles (not a valid option)	7
	Solar	1
	Unspecified	
	Not applicable	
	Total	171
Solar	None	2
	Electricity	81
	Gas	
	Paraffin	
	Candles (not a valid option)	5
	Solar	12
	Unspecified	-
	Not applicable	-
	Total	99
Other	None	-

Energy or fuel for heating	Energy or fuel for lighting	Number of households
	Electricity	4
	Gas	-
	Paraffin	-
	Candles (not a valid option)	-
	Solar	-
	Unspecified	-
	Not applicable	-
	Total	4
Unspecified	None	-
	Electricity	-
	Gas	-
	Paraffin	-
	Candles (not a valid option)	-
	Solar	-
	Unspecified	-
	Not applicable	-
	Total	-
Not applicable	None	-
	Electricity	-
	Gas	-
	Paraffin	-
	solar	-
	Unspecified	-
	Not applicable	-
	Total	107
Total	Electricity	54,902
	Gas	87
	Paraffin	268
	Candles (not a valid option)	4,661
	Solar	177
	Unspecified	-
	Not applicable	-
	Total	60,251

Source: Stats SA census 2011

Illegal connections remain a threat to expanding access to electricity to all residents and communities. Land claims are also impacting negatively to the implementation electrification programmes.

4.2.1.4 FREE BASIC ELECTRICITY AND CHALLENGES

- The municipality approved an indigent policy which guides the development of the indigent register.
- The Municipality is providing free basic electricity to the beneficiaries as per the approved register.
- The current collection varies from month to month as not all the beneficiaries collect their free units due to illegal purchase of electricity.
- The municipality is unable to completely eradicate electricity backlog due to the mushrooming extensions in various villages.
- Insufficient financial resources to eradicate the backlog
- Eskom electricity supply capacity to electrify the extensions

4.2.1.5 PROVISION OF ROADS AND STORM WATER

Roads and storm water management are key municipal functions. The roads and storm water section is responsible for upgrading and regravelling of both streets and roads in the municipal area. Most roads within the municipal area are in a state of decay, with provincial routes in dire need of rehabilitation. This has had a very negative impact on the local economy, as easy access is not available to potential investors.

The EMLM has addressed this challenge through an intervention plan to ensure that critical roads and access routes are restored to safer status levels for usage by our communities. The program is ongoing with focus on the improvement of collector roads, access and internal streets within communities.

The long term strategy of the Municipality is to surface roads within the municipal area even though our Municipality relies on Grants for roads projects. Based on high road backlog different strategies are implemented, including preventative maintenance of the road Infrastructure whereby some of the roads like Monsterlus and Groblersdal were resurfaced. To improve accessibility to villages 117 km's of roads have been upgraded.

The municipality has established the roads construction and storm water management unit in an attempt to address some of the challenges identified. It is crucial to note that the municipality does not have sufficient budget to adequately rehabilitate the existing roads.

Table 30: Road Infrastructure

Gravel Road Infrastructure					
	Kilometres				
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to asphalt	Gravel roads graded / maintained	
2011/12	1352km	6 km	17.2 km	560km	
2012/13	1343.75 km	0km	8.25km	21.3 km	
2013/14	1335.51	0km	5.6km	101.25km	
2014/15	1328.61	0km	6.9	135km	
Asphalted Road Infrastructure					
	Kilometres				
	Total roads (backlog)	New asphalt roads	Existing asphalt roads re-asphalted	Existing asphalt roads re-sheeted	Asphalt roads maintained
2011/12	1352.1km	17.2km	2km	560km	1352km
2012/13	1334.9km	8.25 km	0km	0km	0 km
2013/14	1335.51	5.6KM	0km	6km	6km
2014/15	1328.61	0km	6.9	135km	1.2km

Table 31: Roads and their status

Ward	Description of road condition				
	Main road	To school	To grave yard	Traditional authorities and headman	Other
1	Tarred	Gravel (bad)	Gravel & muddy	Gravel	Gravel (bad)
2	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
3	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
4	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
5	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
6	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
7	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
8	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
9	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
10	Tarred	Gravel	Gravel	Paved	Gravel (bad)
11	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
12	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
13	Tarred	Tarred	Tarred	Tarred	Tarred
14	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
15	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
16	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
17	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
18	Tarred	Gravel	Gravel	Gravel	Gravel (bad)
19	Tarred	Gravel & rocky	Gravel & rocky	Paved	Gravel (bad)
20	Tarred	Gravel	Gravel (bad)	Paved	Gravel (bad)
21	Tarred	Gravel & rocky	Gravel	Gravel	Gravel (bad)
22	Tarred	Gravel & rocky	Gravel & rocky	Gravel (bad)	Gravel (bad)
23	Tarred	Gravel & rocky	Gravel (bad)	Gravel (fair)	Gravel (bad)
24	Tarred	Gravel & rocky	Gravel	Gravel	Gravel (bad)
25	Tarred	Gravel & rocky	Gravel & rocky	Gravel	Gravel (bad)
26	Tarred	Gravel & rocky	Gravel (bad)	Paved	Gravel (bad)
27	Tarred	Gravel & rocky	Gravel / tarred	Paved	Gravel (bad)
28	Tarred	Gravel & rocky	Gravel & rocky	Paved	Gravel (bad)
29	Tarred	Gravel/tarred	Gravel & rocky	Gravel	Gravel (bad)
30	Tarred	Gravel/tarred	Gravel/tarred	Gravel	Gravel
31	Tarred	Gravel/tarred	Gravel/tarred		Gravel

Table 32: Backlog: Roads and stormwater

Description	Baseline	Current (2017-19)	Backlog
Surfaced roads/stormwater (km)	125km	2.290 KM TARRED	1229.81 KM
Gravel roads (km)	1367		
Total (km)	1492		

Source: Infrastructure department (Roads and stormwater master plan)

The average state of the roads network can be regarded as fair, with 9% of the surfacing and 11% of the structure in poor to very poor category.

Roads and storm water challenges

- The backlog on the surfacing of roads is at 1229.81 km
- Maintenance of the existing surfaced roads
- Insufficient budget for maintenance of the surfaced roads
- Shortage of machinery and plant

Table 33: Strategic roads of municipality

Road name	Description	Status	Ownership
N 11	Groblersdal, Loskop Dam, Mokopane	Good	Sanral
R 25	Groblersdal, Johannesburg	Fair	Ral
R 33/ R555	Groblersdal, Stoffberg, Roosenekal	Bad	Ral
D 1547	Groblersdal, Motetema, Monsterlos	Fair	Ral

Source: Elias Motsoaledi Road master plan

Roads and storm water management in rural areas fall under the control of the Limpopo Department of Roads and Public Transport. This is, however, largely confined to storm water control on the provincial main roads. There is also no clarity on the management responsibility of the rural roads between the local municipality, the district municipality and the provincial authorities.

Traffic services are strained as they lack capacity to render required services. Traffic management outside Groblersdal is provided by the Provincial Road Traffic Inspectorate and the South African Police Services.

In summary, these are the basic service delivery and infrastructure challenges

- Sector Plans to be updated and Reviewed
- Eskom network Capacity
- Roads and storm water
- Illegal electricity connections
- Water leakages
- Water shortage and illegal connections
- Sanitation backlogs

4.2.1.6 PROVISION OF TRANSPORT SERVICES

The municipality has developed a comprehensive **Local Integrated Transport Plan** (LITP) which is due to be reviewed and will give a better understanding of the road infrastructure and means or strategies to address identified challenges. Currently, the institution is developing the transport master plan.

The main modes of public transport that serve the EMLM area are buses and taxis, with the bus services being the secondary mode of transport. At present the services are uncoordinated and both the bus and taxi services follow the same routes which lead to extensive duplication of services. Whereas the bus service is subsidised by government to provide an affordable passenger transport service, the taxi industry is not subsidised. Buses are available in all 30 wards to commute people to their destination. Lot of the community members rely on bus services because of their accessibility to remote areas as compared to taxis that use main roads only. The service of the Great North Buses is available the whole day, for the entire week. There is also one PUTCO bus that transports people from Groblersdal to Pretoria. This service is available only in the morning and afternoon. The service helps many community members because it is cheap as compared to taxis. Municipality has no transport master plan and road master plan in place.

Only a fraction of the community (4, 7%) utilises minibus taxi as a mode of transport to places of work and schools, and 3, 5% indicated bus transport as their main mode of transport. More than 85% of people have indicated that they walk as their main mode of travel.

The travel modes for the EMLM are indicated on the below table. It is clear from the data that 94% of the EMLM population walks to their various destinations due to a lack of public transport or a lack of money to pay for public transport or private transport. Minibus taxis are the most popular form of transport with 3% of commuters making use of taxis, while 2% of commuters make use of bus transport. Only 2% of commuters use private vehicles as mode of transport.

There are no commercial airports in the municipality; however there is one registered airfield in Groblersdal Town. This is used as an emergency airfield. It is utilised mainly by the business and tourism sectors, as well as local farming wishing to spray their cultivated fields. There is no commuter rail service currently provided for passengers in Elias Motsoaledi municipality, although a freight railway line towards the east linking the Roosenekal towards the south.

190 (approximately 50% outwards-bound) taxi routes are in the SDM and 15% are in the EMLM. Of the subsidized bus routes in the district, 57% are in the EMLM. The route utilisation survey noted 1462 taxis in the district area. Furthermore 1372 taxis were noted in the Elias Motsoaledi municipality.

4.2.1.6.2 LINKING STRATEGIC ROADS AND PUBLIC TRANSPORT

- There is need for continuous upgrading of main road (R25) between Groblersdal, Tafelkop and Monsterlus (Provincial road) as it is the road carrying the highest vehicle traffic, and because it is a main public transport route.
- Priority should be given to construction, upgrading and rehabilitation of link roads between central business areas, community centres, municipal service centres, schools and hospitals, tourism areas, and streets according to assessment and priority.
- Although market forces tend to concentrate development along movement corridors, the high ability function of these corridors may not be compromised.
- The municipality may require developers to make financial contributions towards the upgrading of road infrastructure and traffic control measures if necessitated by new developments.
- The development of land use concentrations along these corridors must be accompanied by the provision of sufficient public transport facilities.

4.2.1.6.3 PUBLIC TRANSPORT CHALLENGES

The Municipal Integrated Transport Plan indicates amongst other challenges the following aspects as key:

- Poor access roads to rural communities
- Insufficient commuter transportation
- Inadequate signage on public roads
- Road accidents caused by animals
- Upgrading of public transport infrastructure
- Non-motorised transport ,Pedestrian side walks and , cyclists
- Hawkers stalls or illegal settlements along the road side
- Non-compliance of the existing air strip

4.2.1.7 PROVISION OF WASTE MANAGEMENT SERVICES

EMLM has a total household of 66 330 and 9934 (16, 5%) households receive full kerbside collection; the remaining 50317 (83.5%) households do not receive refuse service removal. The refuse removal service has been extended to Walter Sizulu (RDP) and Tambo villages in Dennilton. Most people who reside within rural areas dig their own refuse dump within their yard or unoccupied land or borrow pits. The Community Service Department has introduced Free Basic Refuse Removal service in ten villages utilising communal skips.

Norms and standard for waste management within the municipality are:

- The municipality has the authority to deliver waste management services including waste service, collection, storage and disposal
- Separation at source, waste minimisation, reuse, recycling and recovery of waste
- Provide waste management service at a cost effective tariff
- Treatment and disposal of waste, including the planning waste collection, waste storage and waste disposal service
- Approval of by –law so prosecute environmental offenders

Refuse removal service vehicles:

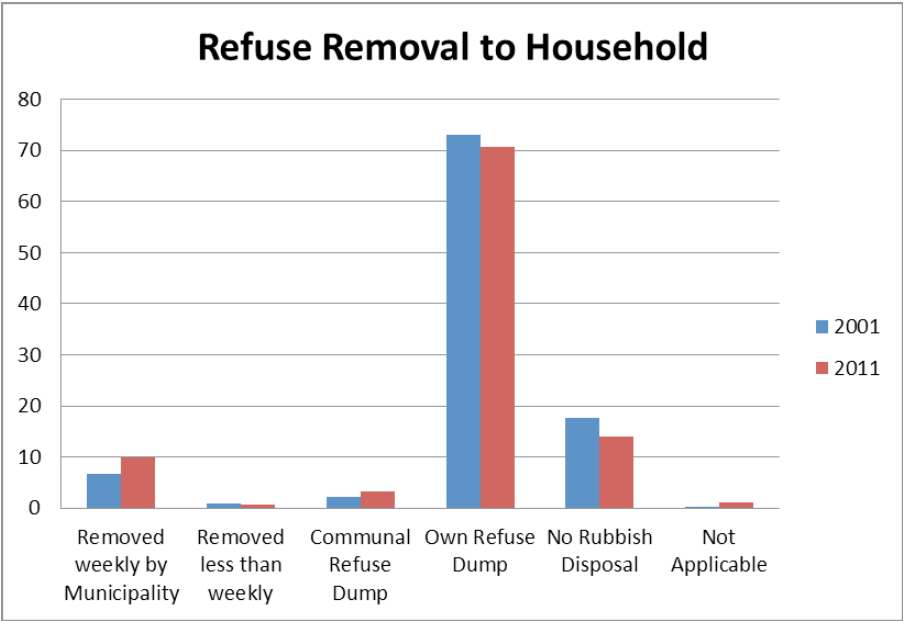
- Seven (7) Refuse removal vehicles
- A service provider has been appointed to service Groblersdal town
- One (02) skip loader runs the service on daily basis in Rossenekal, Motetema, Elandsdoorn, Walter sisulu and Tambo square

Table 34: Refuse Removal to Households Category

	2001		2011	
	Households	Percentage	Households	Percentage
Removed weekly by municipality	3247	6.6%	6122	10%
Removed less than weekly	442	0.9%	405	0.7%
Communal refuse dump	1039	2.1%	1993	3.3%
Own refuse dump	35626	73%	42524	70.6%
No rubbish disposal	8596	17.6%	8504	14.1%
Not applicable	3	0.01%	703	1.2%
Total	48953	100%	60251	100%

Source: Stats SA Census 2011

Figure 8: Refuse removal statistics



The levels of service for business (477 inclusive of Roosenekal and Moutse mall) are:

- Three times a week, with additional collections when need arise.
- Daily on fast food outlets

The number of households with access to weekly refuse removal has increased from 6.6% in 2001 to 10.2% in 2011.

Table 35: Waste management issues as provided by LEDET

	Name Of Facility		Findings	Action Required
Elias Motsoaledi LM	1. Total Waste	120 of cardboard	· No waste management license	· Need to develop an Operational plan.
		150 of plastic	· Storage area and office available	· Need to report quantities monthly to the Department
	2. Poverty Combaters	10 of cardboard	· No reporting	· Three phase electricity should be installed
		12 of plastic	· No waste management license	· No three phase electricity for operation of the bailing machine
	3. Pieterse Scrap Metals	50 of steel	· No support from the municipality	· Need to report quantities monthly to the Department
		8 of non-ferrous	· Operational equipment available	· Need to develop an operational plan
	4. J.H Metals	53 of steel	· No operational plan	· No reporting
			· Well fenced with lockable gate and security guard	· Need to develop an operational plan

Source: Final recycling status quo report by LEDET

4.2.1.8 LANDFILL SITES

The municipality has two (2) Landfill sites, namely Groblersdal, Roosenekal and one (1) transfer station Hlogotlou. They are fully permitted as from May 2011. The challenge is that there is non-compliance as per the permit of the disposal sites. The municipality will be operationalising the permitted landfill site in the new financial plan. EIA report is available for the Groblersdal landfill site buy-back centre thus the Community Services Department is engaging other stakeholders to construct buy-back centre for recycling purposes. The municipality view the importance of establishing a land fill site in the Dennilton area in order to avoid the use of borrow pits by communities as land fill sites.

Table 36: Landfill sites

Disposal site	Permitted/ not permtd and permit no.	Absolute location	Access	Operational hours	Security and shifts	Cover	Compaction	Comments
Rossenekal landfill site	Permitted as a gcb+ Permit no: 12/4/10-a/15/gs1	S25°12'03" e29°55'14"	The site is well fenced with a lockable gate Access is restricted during working hours only	06h00am -18h00pm Monday – Sunday	Security is available from 06h00 to 18h00	Cover material stockpiled	No compaction done	Waste is disposed of on an unlined area
Philadelphia dumping site	Not licensed	North 25°15'23" east 29°08'22"	Not fenced	Site is abandoned	No personnel on site	No covering waste is disposed of randomly and then burnt	No compaction	The dumping site is mainly used by the Philadelphia hospital
Hlogotlou transfer station	Licensed as a gcb- Licence no: 12/14/10 -a/1/gs2	S25° 03'6.52" e29° 73'4. 25"	Not fenced	Operational hours are not set	No personnel onsite	Waste is dumped and left unattended	Not applicable	Waste is dumped and burnt
Elandsdoorn landfill site	12/4/10 – a/12/gs9 Closure permit	S25°16' 44.6" e29°11' 49.5"	Not fenced	Operational hours are not set	No personnel onsite	Waste is dumped and left unattended	No compaction	The site should be rehabilitated
Groblersdal landfill site	Permitted as a gmb. Licence no: 12/4/10-b/10/m3	25°09'22.7" 29°25' 29.17"	The site is not yet developed but waste is disposed of randomly and left unattended site fence although but vandalised	Operational hours are not set.	None	Waste is randomly disposed of and left unattended	No covering nor compaction	The site need to be developed as a matter of urgency

The status of landfill sites

Area	F/Y 2016/17 (baseline)	F/Y 2017/18
Groblersdal	Upgrading of the landfill site (the landfill site is operational)	DEA upgraded the landfill site by installing two high mast lights , office and ablution facility. There is still a need to construct cells
Hlogotlou trasfer station	Construction of transfer station (phase 1)	Construction of transfer station(phase 2) has been completed
Elansdoorn township	To be rehabilitated	Not yet done
Roossenekal	Operational land fill site	Three boreholes drilled
Ntwane transfer station	The project was registered with DEA	Not yet implemented
Philadelphia transfer station	To be rehabilitated	Not yet done

4.2.1.9 WASTE MANAGEMENT CHALLENGES

The following are the challenges identified with waste management:

- The municipality provides waste management services to 9934 which constitute 16.5% of the entire population.
- The current waste management backlog is 50317 households (83.5%)
- The institution is unable to extend the provision of refuse removal services to other rural areas in the municipality due to limited resources.
- Illegal dumping
- The integrated waste management plan is available but it awaits MEC endorsement

Climate Change related challenges

- Climate change is becoming increasingly apparent in Limpopo.
- These are evident in the long-term changes in weather patterns, such as rainfall or temperature
- The vulnerability to climate change increases and challenge is adaptation and mitigation at local level
- Three (3) Municipalities in Sekhukhune DM – of the 7 in Limpopo – in the Sekhukhune DM are found on the list of the 20 municipalities that have been declared highly vulnerable: Ephraim Mogale, Elias Motsoaledi and Tubatse-Fetakgomo.

4.2.1.10 DISASTER MANAGEMENT SERVICES

DISASTER MANAGEMENT SERVICES

Sekhukhune District Municipality is mainly assisting Disaster Management within the district. EMLM is also responsible for disaster management to a particular scale such as Disaster Awareness Campaigns, relief response and mitigations. The municipality is capable of conducting an assessment report for reported disasters and incidents in our area of jurisdiction and providing relief material in the form of blankets and food parcels. Due to the vast number of incidents that leave families destitute due to houses being burnt down or roofs blown off, other mitigation and relief options in the form of Zo Zo houses and or sheeting for roofs must be considered.

Urgent attention must also be given to preventative measures for floods, in the form of storm water draignage hence this will contribute tremendously to mud houses being washed away by floods. The development of a Storm Water Master Plan to address the whole area of jurisdiction of Elias Motosaledi Local Municipality.

The vulnerability assessment for Elias Motsoaledi Local Municipality to disasters is as follows:

4.2.1.10.1. VULNERABILITY ANALYSIS

EMLM faces many different types of risk on a daily basis, including health risks, environmental risks, financial risks and security risks. Disaster risk refers specifically to the likelihood of harm or loss due to natural hazards or other external threats to vulnerable structures, services, areas, communities and households.

A Risk assessment was undertaken and the following Priority Risk (Hazards) were identified as a high risks:

PRIORITY LIST WITH RATINGS	RATING
1. Storm water drainage	2.78
2. Sand mining	2.68
3. Air pollution	2.31
4. Wetlands	2.05
5. Bridges	1.83
6. Waste solid disposal	1.7
7. Alien plants, e.g. mokorokorwane	1.62
8. Structural fire	1.5
9. Drought	1.44
10. Sanitation	1.34
11. Land degradation	1.31
12. Drug abuse	1.31
13. Crime	1.20
14. Riverine floods	1.12
15. Human diseases	1.07
16. Hail storm	0.97
17. Water pollution	0.9
18. Severe Storms	0.88

19. Road accidents	083
20. Demonstrations	0.80
21. Veld fires	0.56
22. Air craft	0.46
23. Pest infestations	0.35
24. Hazmat	0.33
25. Dams failure	0.21

Simultaneously with the above-mentioned, the municipality also has to address the following issues as a high priority in order to develop community resilience and in order to cope with disasters:

- Poverty
- Health
- Water
- Road infrastructure
- Telecommunication

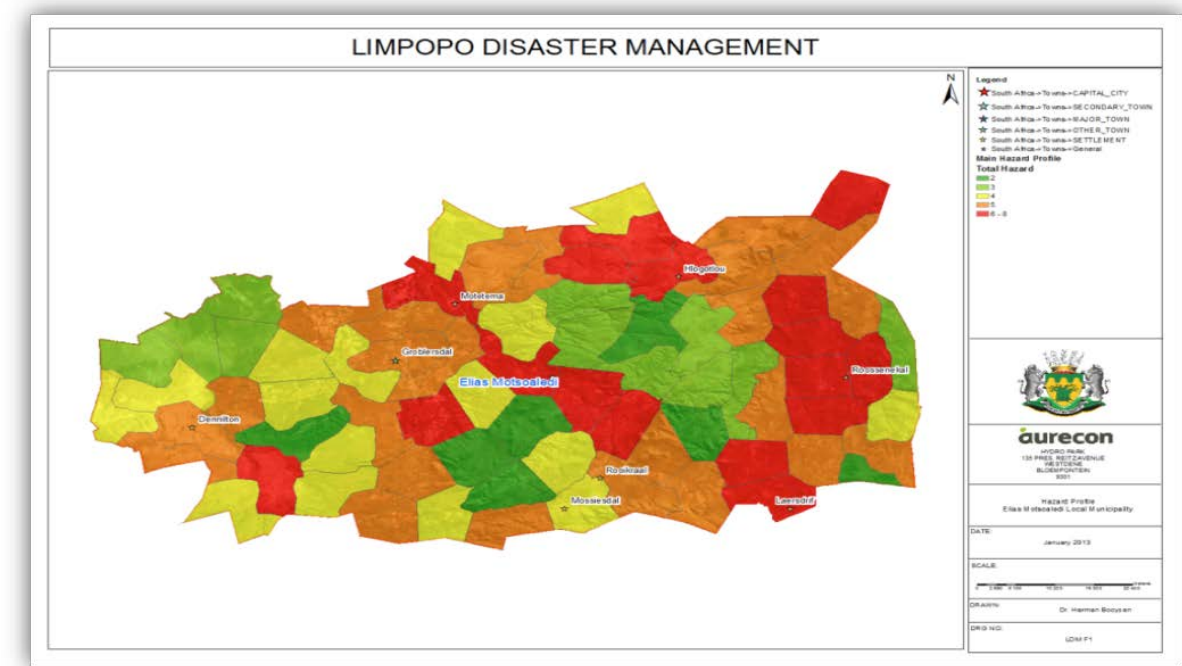
Table 37: List of hazards identified

Hazard Category	Hazard	Affected Areas
Hydro-meteorological		
Water related	Riverine flooding	Olifantsriver from Loskop & Moosriver
Atmosphere related	Severe storms	Entire area (Roossenekal/ Sehlakwane Tafelkop)
	Drought	
	Hail storms	Saaiplaas/Bloempoot/Kgobokwane/ Mathula Stand/Dindela/Keerom (especially 2012)
Biological	Human diseases	Can handle
	Pest infestation	Green bush (Lopholane coriifolia)
	Veld fires (communal land)	Whole area
Geological	Subsidence Erosion/Land degradation	Kwarrielaagte (Ntwane clinic) ward 10, 3, 14, 23

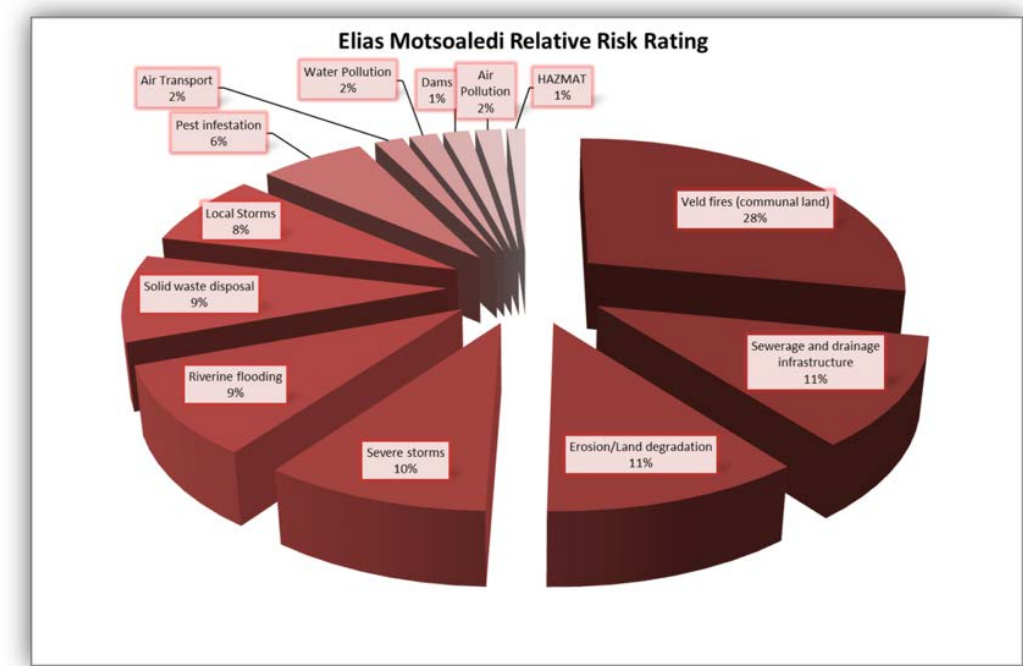
4.2.1.10.2 HAZARD PROFILE

After the completion of the hazard identification and mapping a hazard profile of the municipality were compiled. The map shows the number of hazards for a specific geographical area. For example the **red areas** indicate that there are between 6 and 8 hazards for that area. Therefore the **more red** the area, the **more hazards** are present. **Green** indicates **low** vulnerability and **red** indicates **higher** vulnerability

Figure 9: Hazards within the province and the state of hazards in the municipality



The hazards were ranked according the risk rating. Veld fire, sewerage and drainage infrastructure, land degradation and storms are the highest ranked for the municipality. This can be seen in the figure below:



Source: EMLM disaster Management plan

4.2.1.11 PROVISION OF HOUSING

Housing delivery remains a key government intervention to redress the ills of the past and restore the dignity of the poorest of the poor. This is clearly reflected in the Housing Policy and Strategy (1994) that focuses on stabilising the environment to transform the extremely fragmented, complex and racially-based financial and institutional framework inherited from the previous government. New systems are being established to address the housing backlog.

Housing remains one of the few visible signs of government’s success to address the needs of the poor. It is therefore critical that local municipalities play their role in facilitating the delivery of houses in their areas. This role is adequately outlined in the Housing Act (1997). Local government is expected to:

- Conduct adequate planning to promote housing
- Ensure access to adequate housing on progressive basis
- Provide services that support sustainable settlements
- Ensure that the health and safety of the citizens living in the municipality are protected
- Sets its own housing delivery goals
- Identify land for housing development

		Severity		
		Low	Medium	High
Probability	High			
	Medium			
	Low			
		Low risk	Medium risk	High risk

Source: EMLM Disaster Management plan

There is no doubt that delivering “well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity”, will improve the quality of life of housing beneficiaries.

Aligning the legislative and policy notions require municipalities to elevate housing as a key development priority. Municipalities need to set clearly defined housing delivery targets and allocate requisite infrastructure investments to realise the objectives of the comprehensive plan for the development of sustainable human settlements.

Allocation of housing (RDP Houses since 2014-2015 financial year is as follows:

2014-2015	2015-2016	2015-2016
48	318	562

Currently, the municipality has a backlog of **6700** which is due to the growing demand of houses.

1. HOUSING DEVELOPMENTAL CHALLENGES

- The role of the municipality regarding the provision of housing is co-ordination and facilitation.
- The housing backlog is increasing daily due to extensions that experienced in the entire municipality.
- The current backlog is estimated at 6700 houses due to the growing demand

4.2.1.12 CEMETERIES

Adequate provision is made for cemeteries for Groblersdal Town. The same does not apply to the rest of the municipal area. Currently there are graves on residential and agricultural stands and especially on communal land due to the lack of formal, central cemeteries. Various private graveyards are established on agricultural land.

Priority should be given to the establishment of cemeteries at Tafelkop, Hlogotlou and Dennilton to prevent ad hoc burials. The cemeteries are to adhere to Environmental Impact Assessment (EIA), Geo-technical Assessment and requirements of Department of Water Affairs.

4.2.1.12.1 CEMETERIES CHALLENGES

- Fencing of community cemeteries and construction of ablution facilities
- Establishment of new cemeteries where existing cemeteries are full to capacity

4.2.1.13 HEALTH AND SOCIAL DEVELOPMENT

There are a total of 17 health facilities (15 primary health care clinics and 2 hospitals) within the area of jurisdiction of EMLM. According to CSIR planning standards there should be 1 hospital per 25 000 people and 1 clinic per 5 000 people.

The total population in EMLM is 268 256 therefore 10 hospitals should have been provided, however, only two hospitals are provided. Whilst the figure shows a deficit of 8 hospitals there could be a disparity between the

standards, the character of rural settlements and the norms applicable within the Department of Health and Welfare.

The Department has a hierarchy of hospitals from Provincial, Regional and District hospitals. This means the two existing hospitals could be adequate to service the municipality. Where a need for a new hospital arises, it should be considered in the light of the hospital classification elucidated upon above. Where it becomes apparent that a new hospital must be built, the distribution of the rural settlements and centrality should be some of the main determining factors.

4.2.1.13.1 HEALTH AND SOCIAL DEVELOPMENT ISSUES

Table 38: Health and social development issues

Ward	Clinic/mobile	frequency of visit	Challenges/comments
01	Mobile Clinic at Moteti A&B	Once in two weeks	The duration of the clinic should be extended.
16	Conversion of Zaaiplaas Clinic into Health Centre	Operates from Monday to Friday	Lack staff and working equipments
19	Clinic	Operates from Monday to Sunday	Staff shortage , ambulances and doctors
24	Clinic at Sterkfontein	Mondays to Sundays	Lack of staff and ambulances
10	Clinic at Ntwane village	Mondays to Sundays	Lack of staff
03	Clinic at Marapong	Mondays to Sundays	Lack of staff
08	Clinic at Kgobokwane	Mondays to Sundays	Lack of staff
13	Clinic in Groblersdal Town	Mondays to Sundays	N/A
30	Clinic at Rossenekal	Mondays to Fridays	Lack of staff and working equipment's
29	Clinic at Motetema	Mondays to Saturdays	Lack of staff and poor service
26	Clinic at Tafelkop	24 hours service	Shortage of staff
20	Hlogotlou Clinic	Mondays to Fridays	Lack of staff and security

4.2.1.13.2 HEALTH AND SOCIAL FACILITIES

Table 39: Breakdown of Health Facilities

Facility	Number
Hospitals	2
Clinics	15
Mobile clinics	64 mobile points
Pension Pay Points	53
Social work services	15
Drop- in – centers	17
Emergency services	5

Source: department of health and social Development

WELFARE ISSUES

As far as welfare is concerned the main issues are the following:

- There is a general need for the provision of facilities and services for the aged, the disabled, AIDS orphans and other orphans, the homeless street children, mentally ill and all the vulnerable groups afflicted by poverty in the Elias Motsoaledi Local Municipality area.
- Pension pay outs are generally in a poor state and where applicable there is a need to combine them with Multi-purpose Community Development Centres and to properly equip them with shelter, water, seating and toilet facilities. There is a growing dependency on the welfare system in EMLM. This is demonstrated by the number of various grants that are accessed by beneficiaries in the municipal area.

Table 40: Statistics on grants beneficiaries

TOTAL												
O/A	D/G	W/V	COM	GIA	FCG BEN	FCG CHIL	CDG BEN	CDG CHIL	CSG BEN	CSG CHIL	BENEFICIARIES	CHILDREN
19859	3948	01	36	217	2235	3483	493	538	29103	54793	55892	58814

The Community Home Based Care facilities need to be mobilised, capacitated and resourced in order to help address the above community challenges/anomalies. It is in the Elias Motsoaledi Local Municipality interest to collaborate with the Department of Health and Social Development in its efforts to address these social ills and create an enabling environment that invest in human capital including the impact of HIV and Aids.

4.2.1.16 COMMUNITY SERVICES STRUCTURES

Table 41: Aged service centres that were funded

Name of center	Physical address	Contact person	Contact number	Status
Kgakgabekane luncheon group	Zaaiplaas next to clinic	Mthimunya Nonhlanhla	0824360 062	Funded
Kodumela Moepathutse aged	Hlogotlou Monsterlus unit a	Nhlapho TM	082 0849 706/078 3955 215	Funded
Moriri o Moshweu aged group	219 Majakaneng sec	Tshehlo S	073 4201 885	Funded
Motetema old age	Motetema next to Lutheren	Ntuli RA	082 6916 347	Funded
Mpheleng service centre	Mpheleng village	Nhlapho BP	078 4656 493/076 1922 966	Funded
Ratanang service centre	Elansdoorn next to traffic office	Thekane Athalia Ngele	071 4977 308	Funded

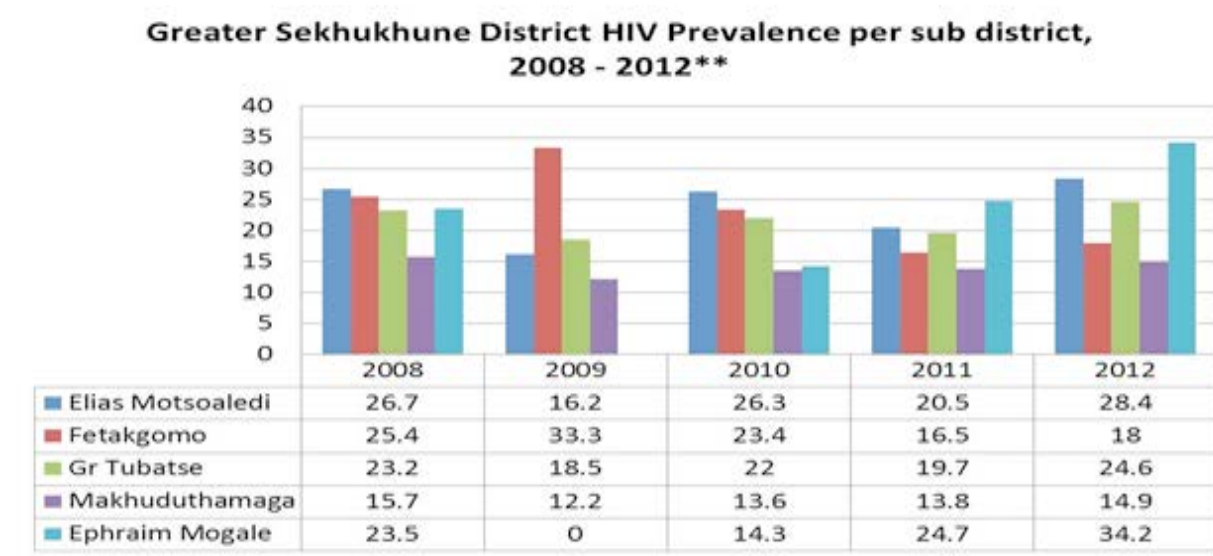
4.2.1.13.3 HEALTH AND SOCIAL WELFARE CHALLENGES

- Inadequate health facilities such as clinics and hospitals
- Insufficient staffing in hospitals and clinics
- Community based clinics to operate for 24 hours
- Construction of pension pay points including installation of facilities
- Insufficient resources to Support to organisation that cares for HIV/AIDS victims

4.2.1.13.4. HIV/AIDS MAINSTREAMING

The municipality has established an HIV/AIDS council which falls within the special programmes in the office of the mayor. This council is primarily responsible for ensuring maximum support to NGO's and CBO's that are dealing with HIV/AIDS patients or victims. There is an HIV/AIDS official who has been employed by the municipality to work on the day to day activities that relates the HIV/AIDS and other illnesses.

The graph below illustrates the District HIV/Aids prevalence



Source: Department of Health and Social Development

4.2.1.16.1 SAFETY AND SECURITY

Poor safety and security conditions undermine the efforts of creating a democratic society that respects and value the right to life, ownership of property, and other rights enjoyed by all persons in this country. The Public Safety division of EMLM works together with the SAPS and other law enforcement agencies to improve the public safety of the community in general and strives to deliver a 24 hour Traffic service with the limited infrastructure and resources. Crucial hours are covered and overtime is provided to address accidents that occur after hours.

4.2.1.16.1 SAFETY AND SECURITY FACILITIES

There are police stations in the following areas:

- Dennilton
- Groblersdal
- Hlogotlou
- Laersdrif
- Motetema
- Zaaiplaas
- Roossenekal

It is critical that the municipality galvanises community structures to assist the police services to prevent and combat crime. At the local level the EMLM should focus on ensuring the effective enforcement of by-laws including traffic violations, whistle-blowing on corruption and fraud, and encouraging the participation of council and residents in Community Safety Forums, Community Policing Forums and other initiatives aimed at eliminating criminal tendencies.

The 10 Top listed Crimes that exceed the 500 margin are identified as follows:

- Offences under the Drug related Act,
- Theft General,
- Offences under the Liquor Act,
- Burglary at Residential premises,
- Driving Offences in terms of the National Road Traffic Act,
- Assault with the Purpose to Inflict Grievous Bodily Harm,
- Common Assault,
- Malicious Damage to Property (Common-Or Statutory Law)
- Rape (Has almost doubled compared to last year),
- Business robbery (foreign nationals businesses are the main targets).

3.1.7 EDUCATION

Outcome 1 of the Delivery Agreement requires the improvement of the quality of basic education in general and in Maths and Science in particular. The EMLM has an inherited problem namely that the low income levels per household in the community correlate to the low education levels in the area. Statistics show that approximately (48, 4%) of the population above 15 years of age has had no schooling, the majority of which did not complete primary school. This translates into a major challenge for the municipality as even in an economic growth cycle future meaningful employment prospects are minimal. Only (9, 5%) of the total population completed the schooling curriculum at matric level. The municipality is serviced by one (1) Further Education Training (FET) located in Sekhukhune. Education facilities available to the municipality are reflected in the following table.

Table 42: Educational Facilities

Description	Number
FET colleges	01
Universities	n/a
Secondary schools	85
Primary schools	115
Early Childhood centers/pre-schools	126
Schools with infrastructure backlog	58

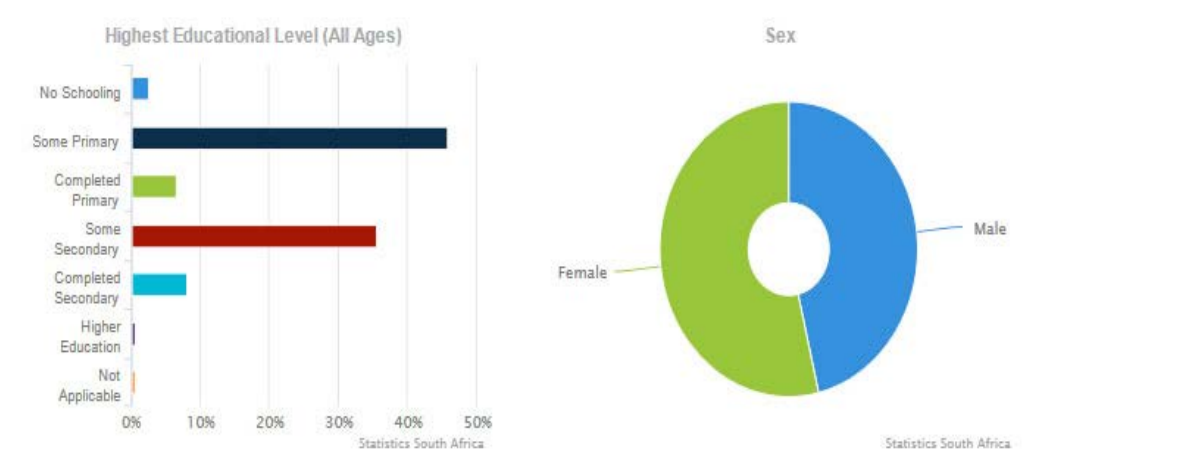
Source: Department of Education

Table 43: The level of education

Group	%
No schooling	19,4%
Some primary	25,4%
Completed primary	3,8%
Some secondary	32,0%
Completed secondary	14,6%
Higher education	3,7%
Not applicable	0,7%

Source: Stats SA. CS 2016

Figure 10: Educational levels



From information extrapolated from Table 22, the functional literacy rate within the Elias Motsoaledi Local Municipality ranges between 57.7% in the Moutse Magisterial District to 59.9% in the Nebo District which although extremely low within the **No of index entries found**. Study area are lower than the comparative Provincial literacy rate of 64.8%.

Addittonal education information

Description	Number
Classrooms constructed in 2016-2017	3
Matric pass rate in 2016	55,6%
Number of Teachers	3989
Number of learners	98796
Condition of roads to schools	fair
Provision of basic services	fair

EDUCATIONAL CHALLENGES

The major challenges facing the municipality taking cognisance that Education is a Provincial matter include, but not limited to:

- Inadequate provision of learning materials
- Renovation of old schools including the construction of administration blocks
- Additional classrooms in some of the schools
- Infrastructure backlogs with respect to the provision of water and sanitation services to schools
- Inadequate sports facilities

4.2.1.14.1. EARLY CHILD DEVELOPMENT (ECD)

Centers for early child development have been established in most of the villages. Some of these centers get support from the Social Development department whilst others depend on contributions by beneficiaries. The office of the Mayor is constantly meeting with representatives of these centres with an aim to give support where necessary. The municipality has to develop programmes that will help alleviate challenges the ECD centres are faced with.

4.2.1.14.2. CHALLENGES FACING ECDS

- Lack of proper learning centers or facilities
- Funding
- Inadequate support by National, Provincial and both local and district municipalities

The major challenges facing the municipality taking cognisance that Eduction is a Provincial matter include, but not limited to:

- Inadequate provision of learning materials
- Renovation of old schools including the construction of administration blocks
- Additional classrooms in some of the schools
- Infrastructire backlogs with respect to the provision of water and sanitation services to schools
- Inadequate sports facilities

4.2.1.17 POST OFFICES AND TELECOMMUNICATIONS

Postal facilities can comprise fully-fledged post offices, postal agencies (satellites) or mobile units. There are approximately 15 postal facilities in the entire Elias Motsoaledi Municipal Area. Of the 15 postal facilities about 5 are fully-fledged postal outlets and 10 are agencies or satellites. The 5 main **post offices** in the Elias Motsoaledi Local Municipality are located in Groblersdal, Hlogotlou, Moutse, Roossenekal and Tafelkop. Mail collection points are also used in remote areas as another form of providing postal service to communities Telkom and private service providers are the main suppliers of **telephone services**. Most people (96%) in the municipal area have access to some form of telephone services (telephone and cell phone in dwelling, telephone only in dwelling, cell phone, neighbour, public telephone, other nearby).

4.2.1.17.1 INTERNET SERVICES

Table 44: Access to internet services

Households	2011
From cell phone	7741
From work	847
No access to internet	46,943
Total	60 251

Source: Stats SA, Census, 2011

According to Census 2011, most of the households use mobile phone as a means of communication. There is a shortage of internet services within the communities of EMLM.

Telecommunications challenges

The municipality consist mainly of rural areas wherein the community is unable to communicate efficiently due to lack of network services. Some of the communities are relying on cell-phone as a means of communication.

Inadequate post office services is still a major challenge

4.2.1.18 SOCIAL COHESION

The following factors disturb the required social cohesion among communities and individuals in the municipality namely:

- Low per capita income levels
- High illiteracy rates
- Hunger
- Crime
- Unemployment and other social ills

The inability of the municipality to deal with the above usually results in unrests and social challenges. A multi-pronged approach is required to deal with the situation.

4.2.1.19. SPORTS, ARTS AND CULTURE

There are 6 formal sports and recreational facilities comprising a rugby field in Groblersdal, a cricket and soccer field in Tafelkop, and four soccer stadiums in Elandsdoorn, Groblersdal, Hlogotlou and Tafelkop respectively. In addition to the above there are 30 informal sports fields in the Moutse, Hlogotlou, Zaaiplaas and other parts of the municipality. The current focus of the municipality is to maintain the existing sports facilities rather than providing any significant expansions or new facilities. Cultural Historic Sites and Tourist Attractions in the EMLM area are also not actively formalised or promoted.

4.2.1.19.1. SPORTS, ARTS AND CULTURE CHALLENGES

- Initiation of various sporting codes within the municipality
- Financial resource to assist in soorts development
- Dilapidated stadiums
- Inadequate of support by National and Provincial

4.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

4.3.1. THE ECONOMIC PROFILE OVERVIEW

The Groblersdal Magisterial District plays an important role in the local economy of Elias Motsoaledi Local Municipality, in terms of agriculture and manufacturing sectors. The total Gross Value Added (GVA) of these two sectors in the Groblersdal Area is significantly higher than the other parts of the municipality.

The municipality developed an LED strategy to obtain a better understanding of its economic features and develop strategies geared towards stimulating sustained economic growth in the municipal area. The results of this study are used to outline the economic situation as part of the IDP review, however; the strategy needs to be reviewed to capture the current economic situation of the municipality.

The economic analysis provides an overview of the economic structure and performance of the EMLM area within the context of both the District and Provincial economy. It starts off by providing a comparative overview of the economic performance and the importance and contribution of various economic sectors and a detailed analysis of each individual sector of the local economy

HUMAN DEVELOPMENT INDICATORS (HDI)

The Human Development Indicator (HDI) is a key measure to assess the level of socio-economic development in the population. It measures people's ability to have a long and healthy life, to communicate, participate in the community and to have sufficient means to be able to afford a decent living based on:

- per capita income
- level of education based on the adult literacy rate
- the average number of years of schooling of adults

An HDI of below 0.5 are considered to have a low level of human development, a score of 0.5 to 0.79 a medium level of development and those with values of 0.8 and above are considered to have a high level of human development. Clearly, the highest Human Development Index in the study area is prevalent in the Groblersdal Magisterial District where the Human Development Index increased from 0.53 in 1996 to 0.56 in 2005. This figure is significantly higher than the index for Moutse magisterial District (0.45) and the Hlogotlou Magisterial District (0.47). The comparative provincial Human Development Index in 2005 was 0.51.

Based on the fact that Elias Motsoaledi is largely rural in nature, the provision of infrastructure will be impacted by HDI of the Municipality

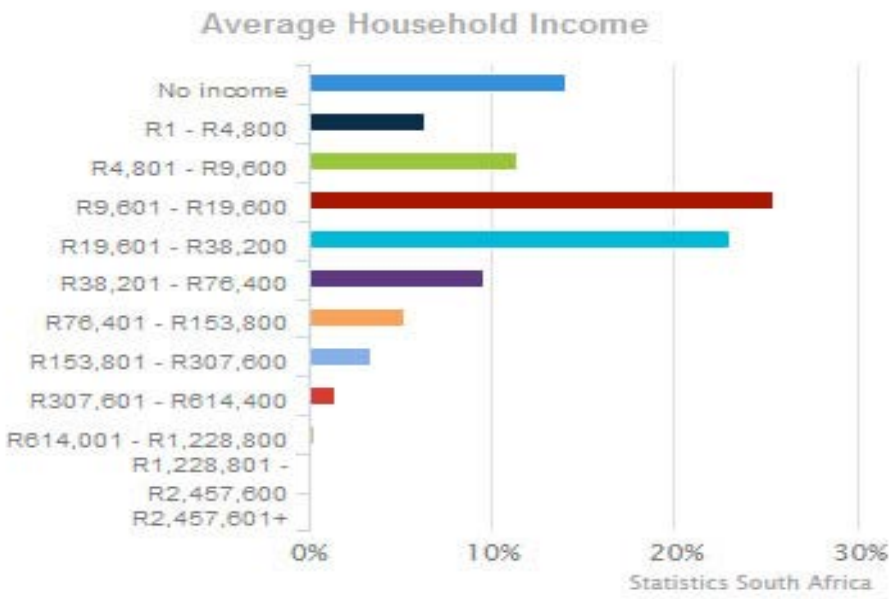
The income level per household is considered a better barometer of poverty and the statistics reflect that (56, 9%) can be classified as Indigent as they earn less than R1, 600 per month (R19, 200 per annum), as per Stats SA 2011. Not all these households have registered to qualify for access to free basic services as provided in the Indigent Policy guidelines. If these statistics are correct it wll pose a serious challenge to the municipality both in the human context as well as the financial burden this will impose.

Table 45: Gender and annual household income

Annual Household Income	Gender	Number Of Households
No Income	Male	5,236
	Female	3,221
	TOTAL	8,456
R 1 - R 4800	Male	1,322
	Female	2,445
	TOTAL	3,768
R 4801 - R 9600	Male	2,148
	Female	4,658
	TOTAL	6,806
R 9601 - R 19 600	Male	5,614
	Female	9,644
	TOTAL	15,258
R 19 601 - R 38 200	Male	6,497
	Female	7,347
	TOTAL	13,844
R 38 201 - R 76 400	Male	3,406
	Female	2,400
	TOTAL	5,806
R 76 401 - R 153 800	Male	1,858
	Female	1,246
	TOTAL	3,104
R 153 801 - R 307 600	Male	1,243
	Female	776
	TOTAL	2,019
R 307 601 - R 614 400	Male	659
	Female	230
	TOTAL	888
R 614 001 - R 1 228 800	Male	132
	Female	38
	TOTAL	170
R 1 228 801 - R 2 457 600	Male	45
	Female	32
	TOTAL	77
R 2 457 601 or more	Male	32
	Female	23
	TOTAL	55
Unspecified	Male	-
	Female	-
	TOTAL	-
Total	Male	28,190
	Female	32,061
	Total	60,251

Source: Stats SA census 2011

Figure 11: Average household income



3.1.5 EMPLOYMENT PROFILE

Based on the 2011 definition of Economically Active Population (EAP) the unemployment rate is reflected at 42,9 which although high and cause for concern is lower than both the District and Province levels.

Table 46: Economic indicators

Employment Category	Percentage
Employed	57,1%
Unemployed	42,9%
TOTAL	100%

Source: Stats SA Census 2011

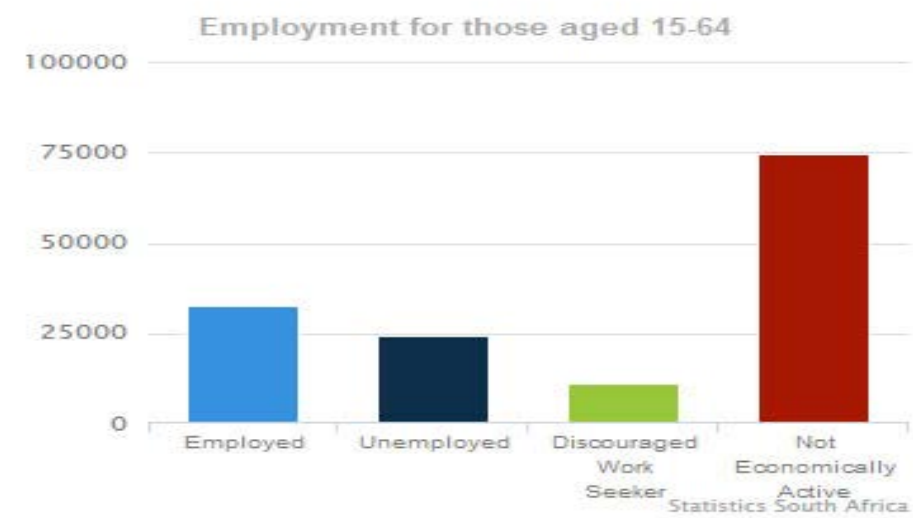
The above table indicates that:

- 42,9% of the population is unemployed
- The unemployment rate (expanded definition of unemployment) of the Limpopo Provinceincreased from 44.6% in 1996 to a high of 48.3% in 2002, thereafter it declined to 45% in 2005
- The unemployment rate in the Sekhukhune District Municipality is significantly higher and peaked at 64.6% in 2002 where after it decreased to 59.7% in 2005

3.1.6 DEPENDANCY RATIOS

According to the United Nations, the total dependency ratio is the number of persons under age 15 plus persons over the age of 65 divided by the working group (aged 15 to 65). It is the sum of the youth dependency ratio and the old-age dependency ratio illustrated in the following bar chart.

Figure 12: Employment of ages 15-64

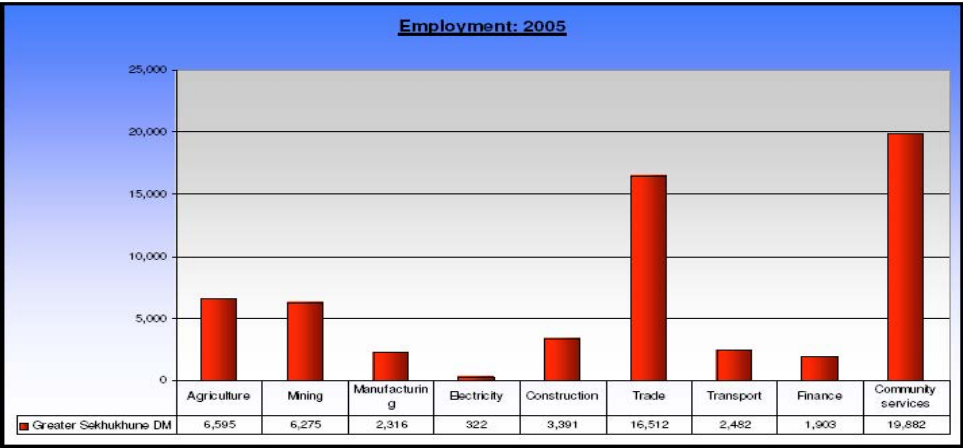


EMLM dependency ratio dropped from 86.5% in 2001 to 76.0% in 2011. This is an indication of a remarkable improvement. The working group has increased and the elderly has decreased. The municipality should intensify efforts to manage the decline of dependency ratio. It is vital that existing municipal policies and their interventions should be designed to address groups most affected by dependency. EMLM’s LED strategy is targeting all affected groups. The strategy promote the inclusion of not only the young unemployed but also the aged and those affected by various disabilities

3.1.6.1 EMPLOYMENT OPPORTUNITIES

The largest number of employment opportunities in the Sekhukhune District Municipality is concentrated in the community, social and personal services sector (19 882), wholesale and retail trade (16 512), agriculture (5 959) and mining (6 275).

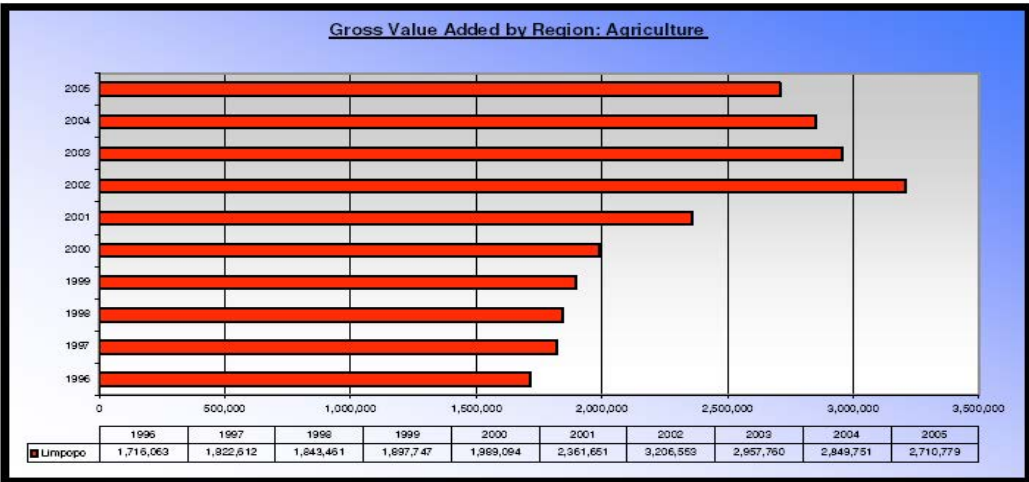
Figure 13: Employment opportunities in Sekhukhune DM (2005)



Source: Elias Motsoaledi Local Municipality LED strategy 2014

The percentage growth in total employment in the three magisterial districts, which forms part of the EMLM, is depicted in figure above. This information indicates that the number of employment opportunities in the wholesale and retail trade sector has increased by as much as 127% over the period 1996 to 2005. Other strongly growing sectors have been the construction sector (83%) and the community, social and personal services sector (42%). An aspect of concern is that the total number of employment opportunities in the agricultural sector has decreased by 17.8% over the same period.

Figure 14: % growth in employment between 1996 and 2005 (Groblersdal, Moutse and Hlogotlou Magisterial Districts)



Source: Elias Motsoaledi Local Municipality LED Strategy 2014.

3.1.6.2 UNEMPLOYMENT RATE

The high unemployment rate in the municipality has culminated in to high levels of poverty wherein most of the households depend on grants as means of income. According to the latest statistics 2011, the unemployment

rate within the municipality has dropped to 42.9% 2011 as compared to 54.3% in 2001. The municipality in conjunction with the provincial sector departments has initiated short term employment programme through the EPWP. 600 hundred people were employed for a period of 12 months with the possibility of their contracts being extended in the next financial. The youth unemployment rate has declined from 64.1% in 2001 to 52.7% in 2011. The updated information on the unemployment statistics are not yet been published.

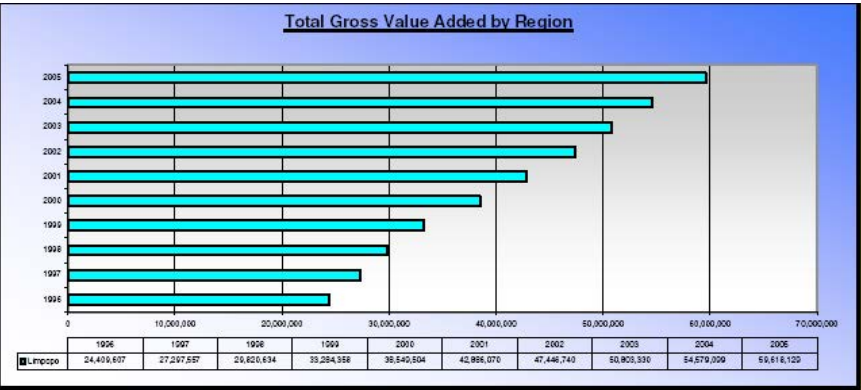
Table 47: Labour force within EMLM

Sector	Gender		Total
	Male	Female	
In the formal sector	11,332	9,942	21,274
In the informal sector	3,842	2,742	6,584
Private household	2,214	1,922	4,135
Do not know	513	373	885
Unspecified	-	-	-
Not applicable	97,602	118,882	216,484
Total	115,503	133,860	249,363

Source: Stats SA, Census 2011

4.3.2. MACRO-ECONOMIC INDICATORS

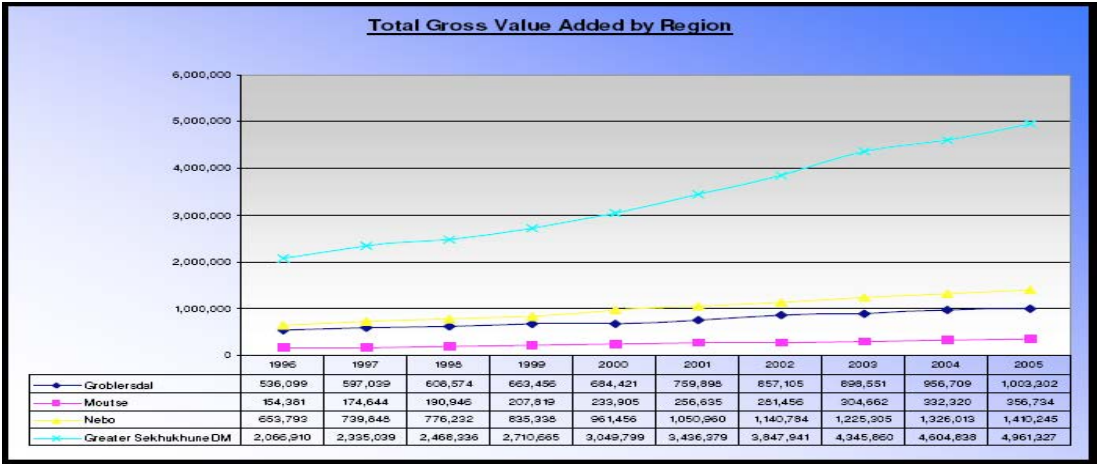
The information depicted in the figures below indicates that the total size of the economy at both provincial and district level has more than doubled over the decade between 1996 and 2005. The total provincial Gross Value Added (GVA) increased from R24.4 billion in 1996 to R59.6 billion in 2005. Over the same period the total GVA of the Sekhukhune district economy increased from just over R2 billion in 1996 to R4.9 billion in 2005.



Source: EMLM's LED Strategy

At a local municipal level it is clear that the Groblersdal Magisterial District has the largest impact on the local economy. The total GVA of the Groblersdal Magisterial District increased from R536 million in 1996 to just over R1 billion in 2005. The total size of the economy of the Moutse Magisterial District (which comprises parts of the Western region of the Elias Motsoaledi municipality) is relatively small in the District context, accounting for approximately R356 million GVA in 2005. Although the total GVA of the Hlogotlou Magisterial District accounted for R1.4 billion of GVA in 2005, only approximately 20% of this magisterial district actually forms part of the Elias Motsoaledi Local Municipality

Figure 16: Total GVA (current prices, 2005)



Source: Elias Motsoaledi Local Municipality LED STRATEGY 2014

The overall average economic growth rate over the period 1997 to 2005 is represented in the table below. This information indicates that the provincial economic growth rate has increased significantly from 2003 onwards with annual growth rates of 5.7% attained in 2003 and 3.9% in 2005.

The magisterial district, which comprises the Elias Motsoaledi Local Municipality, has generally experienced growth rates below the comparative provincial and district figures.

The highest average growth rate has been recorded in the Moutse District at 3.8%, 3.2% and 4.0% between 2003 and 2005. It should however be noted that this growth took place from a relatively small base. The average annual growth rates in the Hlogotlou and surrounding areast ranged between 2% and 3.1% from 2003 to 2005 and that of the Groblersdal Magisterial District between 1.8% and 3.6%.

The following aspects are significant in terms of the local economy of the three magisterial districts which partly comprises the Elias Motsoaledi Local Municipality:

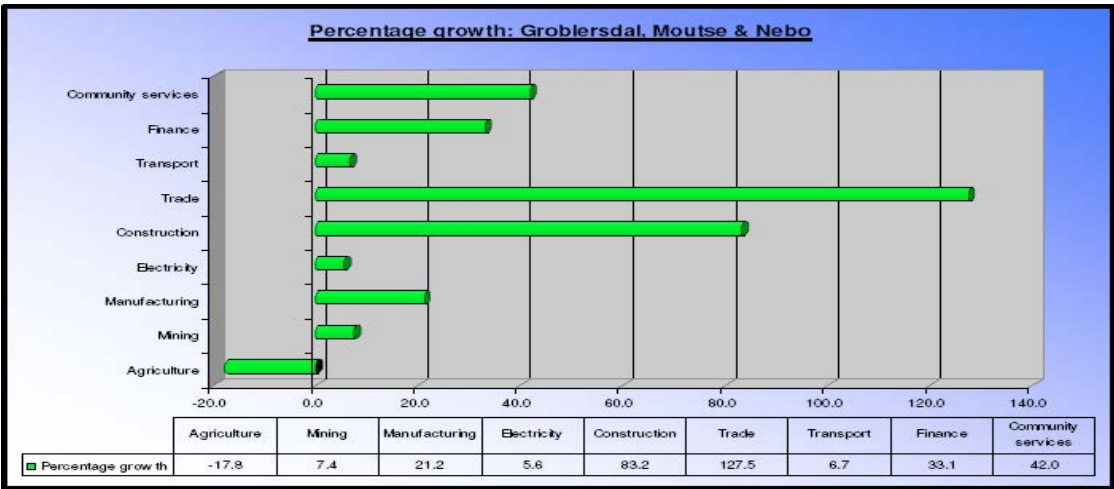
- The community, social and personal services sector is the major contributor to GVA in all three of these magisterial districts
- The size of the Moutse Magisterial District economy is fairly small and dominated by the community, social and personal services sector
- The wholesale and retail trade sector (including components of the tourism sector) is the second largest economic sector in all three magisterial districts

The Groblersdal Magisterial District plays an important role in the local economy of the Elias Motsoaledi Local Municipality, in terms of the agricultural and manufacturing sectors. The total GVA of these two sectors in the Groblersdal Magisterial District is significantly higher than that of the Hlogotlou and Moutse magisterial district.

4.3.3. AGRICULTURE

The total contribution of the agricultural sector to the Limpopo provincial economy peaked in 2002 with a total GVA of R3.2 billion. It has however subsequently decreased somewhat to R2.7 billion in 2005. This trend has also been prevalent in the Sekhukhune District Municipality where the total GVA from the agricultural sector decreased from R283 million in 2002 to a figure of R238 million in 2005

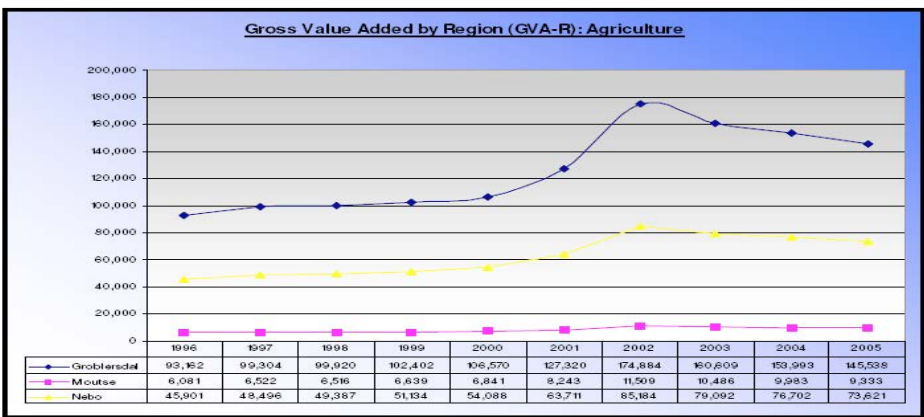
Figure 17: Total GVA (agriculture) in Limpopo (2000 current prices)



Source: Elias Motsoaledi Local Municipality LED Strategy

Total economic production in the agricultural sector within Elias Motsoaledi is clearly concentrated within the Groblersdal Magisterial District with a total estimated GVA from this district of R145 million in 2005. The comparative figures of the Moutse and the Hlogotlou and surrounding areas (R9.3 million and R73.6 million) have been very moderate. It should also be borne in mind that only parts of these two magisterial districts are located within the Elias Motsoaledi Local Municipality. These figures also imply that the Groblersdal Magisterial District accounted for more than 60% of the total agricultural sector GVA on the SDM in 2005.

Figure 18: Total GVA (agriculture sector) in Sekhukhune DM



Source: Elias Motsoaledi Local Municipality 2014 LED strategy

Currently there are intensive agricultural activities under five irrigation schemes in and around Groblersdal which covers a total surface area of 28 800 ha. Groblersdal is the centre of a partly progressive farming community. The total economic production in the agricultural sector within Elias Motsoaledi is mostly concentrated within the town of Groblersdal. The following products are cultivated here:

- Grapes
- Wheat
- Tobacco
- Maize
- Soya Beans
- Citrus Fruits
- Cotton
- Vegetables

There appears to be agricultural activity that often goes unnoticed as a significant contributor to the local GVA, especially at the community level. There is growing informal economy which is not part of the main stream agricultural economy.

Groblersdal is the center of a **progressive farming** community because of the town’s fortunate location in the Olifants River irrigation area below Loskop Dam. Intensive agricultural activities (under 5 irrigation schemes) cover a total surface area of 28 800 ha. The gross agricultural production of the district is estimated at R250 million per annum. The agricultural produce includes grapes, wheat, tobacco, maize, soya beans, citrus fruits, cotton and vegetables

4.3.4 AGRI-PARK FARMING

Agriculture is a key industry to the economy and its relevance should not be under-estimated

Despite the fact that South Africa’s agricultural producers are currently facing numerous challenges, it is clear that producers, agri-businesses and political decision makers have the will to tackle these challenges head-on in order to ensure the stability and future sustainability of this strategic industry.

The Limpopo Department of Agriculture (LDA) hosted consultative processes at Bolivia Lodge on 17 April 2015 with various stakeholders in a bid to establish an Agri-Park and agree on strategic location thereof in each district. The move for its establishment is in line with the President’s 2015 State of the Nation Address. Agriculture is the relevant sector to stimulate the growth of rural economies and thus trigger enterprise and industrial development to improve the livelihoods of the communities living in these areas.

Limpopo Province is known to be the agricultural production hub for most high value agricultural commodities and with diverse agro-ecological regions, characterised by significant variation in natural endowments such as soil, rainfall, and access to water. In the same context, more than 45% of the R2-billion annual turnover of the Johannesburg Fresh produce comes from Limpopo⁴.

Agri-Park is a viable economic model aimed at encouraging the development of farmers in terms of expertise, ability to supply quality products and sustain the market and community development through income generated by the value addition capability of the Agri-Park (profits reinvested in the community through an Investment Financing Facility).

4 extract from presentation of The Limpopo Department of Agriculture at Bolivia Lodge on 17 April 2015

Agri-Park would further:

- benefit existing state land with agricultural potential in the Province;
- improve access to markets to all farmers, with bias to emerging farmers and rural communities;
- maximize the use of high value agricultural land (high production capability);
- optimise the use of existing agro-processing infrastructure, including having availability of water, energy and roads, and support a growing-town with high economic potential that would benefit from small town revitalization.

Investment opportunities will exist in the areas of processing and packaging of fruits and vegetables as well as for the export of beef, pork, chicken eggs, fruits and vegetables. However, jobs will be created through down and upstream agricultural activities throughout the value chain. Emerging farmers working in joint ventures will participate in supplying the Agri-Park. Private farmers can also benefit from this lucrative investment opportunity.

Potential areas to sustain the Agri-Parks in each District were identified at the event. The Department of Agriculture will develop partnerships with other stakeholders to develop critical economic infrastructure such as roads, energy, water, ICT and transportation logistics.

Agri-Park is an agglomeration of agricultural cultivation, packing, processing, storage and marketing of agricultural commodities in a central location, such as an economic hub. They are designed for multiple uses that accommodate small farms, public areas and natural habitat.

4.3.5 CHALLENGES FACING THE AGRICULTURAL SECTOR

- Lack of funding
- The lack of water for emerging farmers
- Unskilled labour force
- Lack of farming infrastructure/implements
- None compliance with labour laws by commercial farmers
- Lack of bylaws enforcement

4.3.6 COMPETITIVE AND COMPARATIVE ADVANTAGES

Groblersdal is the centre of a progressive farming community because of the town's fortunate location in the Olifants River irrigation area below Loskop Dam. Intensive agricultural activities (under 5 irrigation schemes) cover a total surface area of 28 800 ha and is the biggest area under irrigation in the district. The gross agricultural production of the district is estimated at R250 million per annum. The agricultural produce includes grapes, wheat, tobacco, maize, soya beans, citrus fruits, cotton and vegetables.

4.3.7 TOURISM

Tourism is a dynamic and competitive industry that requires the ability to constantly adapt to customers changing needs and desires, as the customer satisfaction, safety and enjoyment are particularly the focus of tourism business. The tourism sector has significant potential for development but is currently under developed as far as the infrastructure and the marketing thereof is concerned.

Currently tourism is limited to small scale uncoordinated projects, some of them are not visible to the potential tourists. The municipality is doing well in terms of hunting due to the number of game farms which are always fully booked during the hunting season. The municipality attends and exhibits tourism promotional material annually at the tourism indaba which in Durban.

The Elias Motsoaledi Municipality has about 577 tourism beds serving two distinct markets. Guest Houses and Game Lodges serve business visitors, which are the dominant markets and Game Lodges serve Hunters and Weekend visitors

Table 48: District tourism comparisons

Municipal Area	No of facilities	No of beds	Occupy rate	Turnover	Staff employed
Tubatse	20	1 278	67%	R 47.2m	432
Elias Motsoaledi	24	577	59%	R 20.2m	222
Marble Hall	29	677	54%	R 23.0m	260
Fetakgomo	1	20	N/a	R 0.2m	12
Makhuduthamaga	6	75	62%	R 2.6m	36
Sekhukhune	81	2627	62%	R 93.2m	962

Source: SDM Tourism Development Strategy

4.3.7.1 TOURISM PROJECTS

- Marketing and development of the proposed De Hoop Dam Nature Reserve as Eco- Tourism and recreational destination
- Sustainable tourism development at Loskop Dam, Mantrombi, Kwaggavoetpad and Moutse Nature Reserves, but all land development and usages to conform to related legislation, such as National Environmental Management Act, 1998 (NEMA) Regulations, 2006
- The support of village tourism
- All developments within the areas earmarked for conservation or eco-tourism must enhance the rural character of the surrounding area
- Developments that promote water sport and recreation need to submit as part of the environmental management plan the rules associated with the use of the water resource for water sport and recreation

4.3.7.2 CHALLENGES FACING THE TOURISM SECTOR

The main challenge facing tourism is the lack of an anchor tourism attraction which makes it difficult to market Elias Motsoaledi as a tourist destination.

4.3.8 MINING

The mining sector plays a relatively limited role in the local economy of the Elias Motsoaledi Local Municipality. The total GVA from the mining sector in the jurisdiction of EMLM accounted for less than R20 million in 2005. The implementation of Social and Labour Plan by Mapoch"s mine created seventeen (17) permanent jobs

4.3.8.1. CHALLENGES FACING THE MINING SECTOR

Currently there is only one mine which is in operation in EMLM but there is a potential for other mining houses to start mining in the area as a result of the EMLM location on the platinum belt.

4.3.9 MANUFACTURING

The total economic output from the manufacturing sector at both provincial and district level showed moderate growth between 1996 and 2005. The manufacturing sector G4A at provincial level increased from 1.7 billion in 1996 to just over 3 billion in 2005.

At the district level the total GVA increased from R133 million to R215 million over the same period. Groblersdal Magisterial District plays a prominent role in the manufacturing sector within the district economy.

The total manufacturing GVA of the Groblersdal Magisterial District in 2005 was nearly R117 million which accounted for approximately 54% of the total district GVA in the manufacturing sector. These figures also indicate that very little manufacturing takes place in the Moutse magisterial district.

The manufacturing sector thus plays a very insignificant role in the economies of the Moutse, Hlogotlou and surrounding areas, accounting for only 2% and 3.1% of the total GVA in 2005. The manufacturing sector plays a more prominent role in the Groblersdal Magisterial District accounting for 11.6% of the total GVA in this district in 2005.

One of the most notable trends in the district economy has been the increase in total employment opportunities in the construction sector from 2002 onwards. The total figure increased from 2 427 in 2004 to 3 391 in 2005. This upward trend since 2003 has also been prevalent in the three magisterial districts located within the EMLM.

4.3.9.1 WHOLESALE AND RETAIL SECTOR

Within the three magisterial districts which form part of the EMLM, the wholesale and retail trade sector accounts for as much as R433 million of total GVA in the Nebo Magisterial District.

This is related to the relatively large population concentration in this area and it should be borne in mind that only a portion of this magisterial district is located within EMLM. The total GVA in the Groblersdal Magisterial District has been approximately R195 million and in Moutse R76 million. The wholesale and retail trade sector is particularly important in the Nebo Magisterial District where it accounted for 30.8% for total GVA by 2005. The comparative district figure was 22.1% and at provincial level 13.5%.

The total number of employment opportunities in the wholesale and retail trade sector showed a considerable increase, both within the SDM as well as within the EMLM. At the District level the total number of employment opportunities increased from 7 407 to 16 512 in 2005. This growth has been most notable over the period 1996 to 2000, where after it has stagnated somewhat. The total estimated number of employment opportunities in the wholesale and retail trade sector in 2005 was 3 814, 3 867 and 5 187 in the Groblersdal, Moutse and Nebo Magisterial Districts respectively.

A further particularly notable aspect is the significant increase in the total number of informal sector employment opportunities in the trade sector. This figure has more than tripled in all three the magisterial districts under consideration.

Table 49: Priority sectors of local municipalities

Local municipality	Agriculture and agro-processing	Mining	Construction	Tourism	Other sectors	Public sector
Elias Motsoaledi	X		X	X		X
Fetakgomo	X	X (platinum)	X	X		X
Makhuduthamaga	X	X (concrete)		X	X (retail)	X
Marble Hall	X		X	X		
Tubatse	X	X (various)		X		X

Source: Limpopo Employment Growth and Development Plan

While the detailed economic sector analysis presented in this section does not cover information on other sectors such transport and communication, financial and business services, community and personal services and the tourism sectors it encapsulated in a number of key characteristics, which include the following:

- Economic growth rates in the EMLM are generally lower than provincial average.
- Agricultural sector prominent in Groblersdal district (strong comparative advantage in provincial economy).
- Manufacturing sector only making significant contribution in Groblersdal district (relative contribution decreasing).
- Community, social and personal services main economic activity in rural areas/settlements.
- Important role of wholesale and retail trade sector across EMLM.
- Tourism sector has significant development potential but currently underdeveloped.

From a strategy development point of view, these characteristics have a number of important implications, such as:

- The agricultural sector has a strong comparative advantage in the study area and associated development opportunities such as agro-processing and agri-tourism should be strongly promoted.
- The identification and implementation of appropriate agro-processing strategies and projects will result in a meaningful positive impact on the manufacturing sector.
- Government activity (e.g. education, health, etc.) is currently the only notable source of economic activity in many of the remote rural areas and these facilities could thus play key role in initiatives such as entrepreneurial and skills development programmes.
- The wholesale and retail trade sector, including the informal sector, is a prominent sector across all parts of the district municipality and should be supported and promoted.
- The tourism sector has significant potential for development but is currently under developed as far as the infrastructure and the marketing thereof is concerned.

4.3.10. DEVELOPMENT CORRIDORS

4.3.10.1. LED AND POVERTY REDUCTION

Local government is mandated to encourage economic growth in order to address poverty and unemployment. This mandate is outlined in the Constitution of the RSA (1996) and the White Paper on Local Government (1998). Local economic development (LED) has been identified as an instrument to address unemployment, poverty and redistribution in local municipal areas. The poverty rate is currently at 66, 3%.

COGHTA has defined LED as an outcome based local initiative that should be driven by local stakeholders. LED involves identifying and using primarily local resources, ideas and skills to stimulate economic growth and development (Slabbert, 2004). Local economic development is critical government intervention to create employment opportunities and reduce incidence of poverty. Local economic development is fundamental government strategy to create a climate conducive to stimulate economic growth. Local economic development initiatives are even more important for municipality confronted by significant levels of employment, poverty and HIV/AIDS.

Municipalities are expected to develop local economic development interventions, which are aligned to the NSDP, LEGDP and other policy directives that seek to guide interventions that will make a significant impact in stimulating local economies.

The SDM's LED strategy attempts to support the national priorities by outlining strategic thrusts that are derived from the national imperatives. The SDM's LED strategy outlines seven main strategic thrusts to guide LED interventions in the district area. These include:

- Maximize economic development from mining growth
- Support development of agriculture and agro-processing
- Develop competitive tourism attractions
- Speed up infrastructure development
- Remove barriers to land for development
- Refocus education and skills development
- Organise LED to work better on a large scale

In view of the critical national, provincial and district imperatives informing local economic development and growth, the EMLM has identified a number of key strategic thrusts that seeks to inform municipal interventions aimed at creating economic opportunities, job creation and reduction of poverty:

- Improved institutional framework and capacity to support local economic development
- Development of agricultural sector and agro-processing
- Linkages to opportunities from mining sector
- Tourism development
- Business support, entrepreneurial development and second economy interventions
- Infrastructure and transport development in support of economic development
- Education, training and skills development

- Place marketing and industrial recruitment

Local economic development strategies are to be undertaken in a manner that seeks to give effect to identified focus areas or key sectors such as agriculture, mining, tourism and manufacturing and other areas identified in the EMLM LED strategy.

The municipality has also through its LED strategy recognised a number of limitations and pitfalls that undermine the success of LED interventions. These are but not limited to:

- Expensive untargeted foreign direct investment marketing campaigns
- Supply-led training programs
- Excessive reliance on grant-led investments
- Over-generous financial inducements for inward investors (not only can this be an inefficient use of taxpayers' money; it can breed considerable resentment amongst local businesses that may not be entitled to the same benefit)
- Business retention Reliance on "low-road" techniques, e.g. cheap labor and subsidised capital

The EMLM LED strategy has a number of implementation strategies that will increase the efficiency and impact of the local economic development initiatives and the capacity of the municipality to effectively support LED initiatives.

Such interventions and strategies should lead to the implementation of LED projects with greater enthusiasm. The strategy needs to go to the next level which is the planning stage. This will be coupled with the number of LED projects that have been implemented, employment statistics thereof and future developments.

4.3.11. LED SKILLS BASE FOR EMLM

For both public infrastructure and private investment programmes, the single greatest impediment is shortage of skills, including professional skills such as engineers and scientists, financial managers, human resource specialists, project managers, technical skills etc. There is a high rate of people who do not reach tertiary education due to lack of household income. The municipality has the following skills which adds value to productivity in the economic sector i.e. Road construction skills, plumbing, electrification, retailing, agriculture etc.

It is therefore important for the municipality to embark on the coordination of skills development programmes such as those which are been offered by the department of Labour and other government agencies and those that can be offered by the department of agriculture seeing that the EMLM is a pro-agriculture area.

According to the recent economic trends, the municipality strives to engage private sector and the community in pursuing and encouraging partnership (PPP) that will ensure business skills transfer and retention.

4.3.11 LOCAL ECONOMIC DEVELOPMENT CHALLENGES

- insufficient financial support to LED initiatives
- Inability to attract potential investors
- Inadequate marketing of the municipality as a tourist destination
- Lack of infrastructure capacity
- Unresolved land claims that impacts negatively to development

4.4.4. KPA 4: FINANCIAL VIABILITY

4.4.1 FINANCIAL OVERVIEW

Executive Summary

The application of sound financial management principles for the compilation of the municipality's financial plan is essential and critical to ensure that the municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

Section 17 of Municipal Finance Management Act (MFMA) requires the municipality to prepare an annual budget in the prescribed format.

National Treasury's MFMA circular 89 and 91 have been used as guidance for the compilation of the 2018/19 MTREF.

The main challenges experienced during the compilation of the 2018/19 MTREF can be summarized as follows

- Ageing and poorly maintained roads and electricity infrastructure
- The need to re-prioritize projects and expenditure within the existing resource-base given the cash flow realities and declining cash position of the municipality.
- Increased cost of bulk electricity due to tariff increases (7,32%) from ESKOM which is placing pressure on service tariffs to residence and other consumers.
- Salaries and Wage increases for municipal staff as well as the need to fill all active vacant positions.
- Affordability of capital projects - original allocations on certain capital projects had to be reduced and some projects had to be shifted to the outer years of the 2018/19 MTREF.
- Limited and/or very minimal surplus anticipated to be realized from operating budget makes it difficult to accommodate all the wards within the area of jurisdiction of the municipality in terms of capital projects implementations

The following budget principles and guidelines directly informed the compilation the 2018/19 MTREF:

- The 2017/18 adjustment budget priorities and targets as well as the base line allocations contained in that adjustment were adopted as the upper limits for the new base lines for the 2018/19 annual budget.
- Tariffs and property rates increases should be affordable and should generally not exceed the inflation as measured by the CPI except where there are price increases in the inputs of services that are beyond the control of the municipality, for example: cost of bulk electricity. In addition, we had to ensure that our tariffs remained or moved towards being cost reflective, and had to take into account the need to address infrastructure backlogs.
- Capital projects and activities funded from external grants are budgeted as per the gazetted amount as outlined in 2018/19 Division of Revenue Act (DoRA).
- In addition to cost containment to be implemented by the municipality, the following items and allocations thereof had to be kept at minimum level:
 - Consultants and Professional Fees;
 - Special Projects and Events;

- Refreshments and Entertainment (R2 000 allocated per directorate for the entire financial year);
- Ad hoc travelling;
- Subsistence, Travelling and conference fees;
- Telephone and cell phone subscriptions;
- Issuing of Material and Store items, and
- Overtime.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2018/19 Medium Term Revenue and Expenditure Framework:

Table 1 Consolidated Overview of the 2018/19 MTREF

Description	2018/19	2019/20	2020/21
Total Revenue	540,613,483	583,096,539	625,115,589
Less: Transfer recognized capital	63,830,031	67,721,031	70,734,031
Operating revenue	476,783,452	515,375,508	554,381,558
Total Expenditure	471,306,288	496,843,976	525,437,878
(Surplus)/Deficit	5,477,164	18,531,531	28,943,679
Capital Expenditure	75,868,905	85,122,608	84,646,956

Total operating revenue for 2018/19 financial year amounts to R476, 468 million and the budget increases steadily in the outer financial years and the same applies to operating expenditure budget.

The above table is also used as a tool for testing if the Draft budget is going to have deficit or surplus throughout the 2018/19 MTREF, and as presented, the budget has a surplus of R5, 477 million; R18, 531 million and R28, 943 million respectively through the MTREF period.

1.2 Operating Revenue Framework

For Elias Motsoaledi Local Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of this municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to setting of tariff increases and balancing expenditures against realistically anticipated revenues and prioritization of capital projects as contained in the Integrated Development Plan (i.e. the needs of all wards within Elias Motsoaledi Local Municipality).

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy;
- Efficient revenue management, which aims to ensure a 87% annual collection rate for property rates and other key service charges;

- Electricity tariff increases that are still to be approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the Municipality.

The following table is a summary of the 2018/19 MTREF (classified by main revenue source):

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source										
Property rates	19,271	22,395	25,815	26,472	34,805	34,805	28,531	36,650	38,629	40,754
Service charges - electricity revenue	55,695	65,104	70,745	81,206	81,206	81,206	60,595	89,297	95,548	102,476
Service charges - water revenue	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	3,483	3,684	6,506	8,616	11,616	11,616	8,098	12,249	12,910	13,620
Service charges - other	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment	1,889	2,213	1,319	1,935	1,000	1,000	541	1,220	1,286	1,357
Interest earned - external investments	3,965	4,290	2,889	3,701	2,500	2,500	1,796	3,000	3,162	3,336
Interest earned - outstanding debtors	5,861	5,872	6,469	6,260	14,260	14,260	8,476	8,161	8,601	9,075
Dividends received	-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits	2,584	2,413	50,885	30,000	55,016	55,016	6,592	73,200	77,153	81,396
Licences and permits	5,081	4,257	5,255	5,171	4,500	4,500	3,913	4,950	5,217	5,504
Agency services	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	170,641	216,652	213,105	226,163	226,163	226,163	211,265	245,278	269,940	293,775
Other revenue	7,548	3,423	8,098	2,499	13,678	13,678	11,536	2,779	2,929	3,090
Gains on disposal of PPE	-	-	-	-	-	-	-	-	-	-
Total Revenue (excl' capital transfers)	276,019	330,303	391,085	392,023	444,744	444,744	341,344	476,783	515,376	554,382

Description	2017/18	2018/19 Medium Term Revenue & Expenditure Framework					
		%	Budget Year 2018/19	%	Budget Year +1 2019/20	%	Budget Year +2 2020/21
Revenue By Source							
Property rates	34,805	5.3%	36,650	5.4%	38,629	5.5%	40,754
Service charges	92,822	9.4%	101,546	6.8%	108,458	7.0%	116,096
Rental of facilities and equipment	1,000	22.0%	1,220	5.4%	1,286	5.5%	1,357
Interest earned - external investments	2,500	20.0%	3,000	5.4%	3,162	5.5%	3,336
Interest earned - outstanding debtors	14,260	-42.8%	8,161	5.4%	8,601	5.5%	9,075
Fines, penalties and forfeits	55,016	33.1%	73,200	5.4%	77,153	5.5%	81,396
Licences and permits	4,500	10.0%	4,950	5.4%	5,217	5.5%	5,504
Transfers and subsidies	226,163	8.5%	245,278	10.1%	269,940	8.8%	293,775
Other revenue	13,678	-79.7%	2,779	5.4%	2,929	5.5%	3,090
Total Revenue (excluding capital transf)	444,744		476,783		515,376		554,382

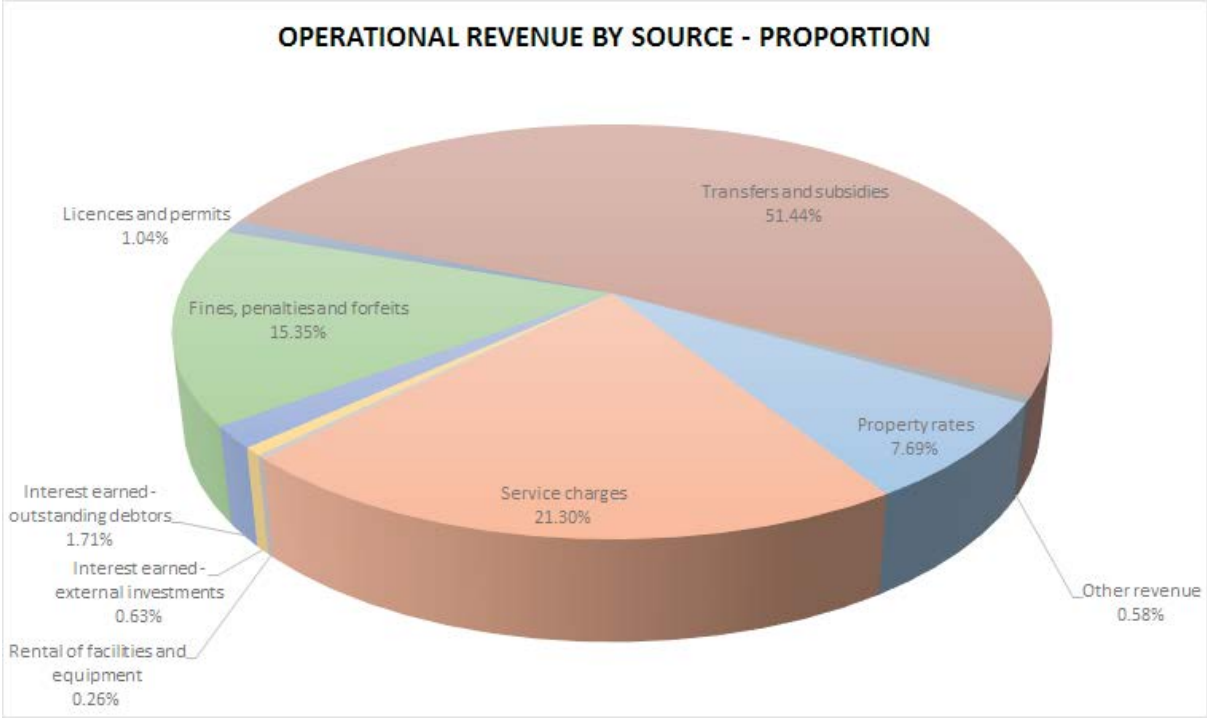


Figure 1 Main operational revenue categories for the 2017/18 financial year

In line with the formats prescribed by the Municipal Budget and Reporting Regulations (MBRR), transfer recognized - capital is excluded from the operating revenue statement, as inclusion of this revenue source would distort the calculation of the operating surplus/deficit.

Revenue generated from operational grants amounts to 51, 44% (2018/19 financial year) making it clear that the Municipality is still grants dependent, however the level of dependency is gradually going down. In addition, revenue to be generated from rates and services charges amounts to 7, 69% and 21, 30% respectively. In the 2018/19 financial year, revenue from rates and services charges add up to R138, 196 million or 28, 99%. This increases to R147, 087 million, and R156, 849 million in the respective financial years of the MTREF.

Service charges is the second largest revenue source totaling 21, 30% or R101, 546 million and increases to R108, 458 million and R116, 096 million respectively in the outer years. The third largest source is Fines that amounts to R73, 200 million in 2018/19 financial year and R77, 153 million and R81, 396 million respectively in the outer years.

1.3 Operating Expenditure Framework

The Municipality's expenditure framework for the 2018/19 budget and MTREF is informed by the following:

- The renewal of existing assets and the repairs and maintenance needs;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- The alignment of capital programme to the asset renewal requirement as per MBRR;
- Operational surplus will be directed to funding the capital budget and other core services; and
- Strict adherence to the principle of no project plans no budget. If there is no business plan no funding allocation will be made.

The following table is a high level summary of the 2018/19 budget and MTREF (classified per main type of operating expenditure):

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Expenditure By Type										
Employee related costs	102,669	112,151	117,781	123,460	126,105	126,105	110,466	134,149	142,723	152,000
Remuneration of councillors	18,844	19,061	20,298	22,113	23,430	23,430	18,684	25,070	26,675	28,409
Debt impairment	11,357	8,130	21,128	26,372	26,372	26,372	–	53,421	56,306	59,402
Depreciation & asset impairment	32,042	49,728	47,998	51,200	51,200	51,200	–	51,181	53,944	56,911
Finance charges		2,141	1,426	3,124	2,124	2,124	403	2,500	2,300	2,000
Bulk purchases	51,853	60,361	65,729	69,165	70,165	70,165	52,348	80,000	84,320	88,958
Other materials	1,687	9,606	12,873	13,497	11,821	11,821	9,881	17,093	18,017	19,007
Contracted services	11,259	36,111	43,080	25,350	65,237	65,237	51,067	52,885	55,741	58,806
Transfers and subsidies	1,832	1,279	708	3,724	3,724	3,724	4,972	4,404	4,642	4,897
Other expenditure	106,070	66,734	161,695	48,384	50,954	50,954	39,783	50,604	52,177	55,047
Loss on disposal of PPE		3,790	3,360							
Total Expenditure	337,613	369,091	496,076	386,388	431,132	431,132	287,604	471,306	496,844	525,438

The budgeted allocation for employee related costs and remuneration of councillors for the 2018/19 financial year totals R159, 219 million, which equals 33, 78% of the total operating expenditure. Based on MFMA circular 91, the three year salary increases have been factored into this budget at CPI percentage increase of 5, 3% for the 2018/19 financial year and annual increase of 5, 4% and 5, 5% have been included in the two outer years of the MTREF.

The cost associated with the remuneration of Councilors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the Municipality's budget.

The provision of debt impairment was determined based on the annual collection rate of 59, 8 per cent and the Debt Write-off Policy of the Municipality. For the 2018/19 financial year this amount equates to R53, 421 million and escalates to R56, 306 million in 2019/20 and R59, 402 million 2020/21. While this expenditure is considered to be a non-cash flow item, it informed the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate for asset consumption. Budget appropriations in this regard total R51, 181 million for the 2018/19 financial year and equates to 10.86% of the total operating expenditure. Cognizance should be taken that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. Note should therefore be taken that depreciation and asset impairment as well as debt impairment constitute non-cash items and as a result they are excluded when determining surplus to be expended for funding capital projects.

Bulk purchase is directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditure includes distribution losses. MFMA circular 91 outlines the set tariff increase for municipal bulk purchase from Eskom of 7, 32% that is deemed significant relative to the 2017/18 tariff increase of 0, 31%.

Other material comprises of amongst others the purchase of fuel, diesel, materials for maintenance, cleaning materials and chemicals. In line with the municipality's repairs and maintenance plan this group of expenditure has been prioritized to ensure sustainability of the municipality's infrastructure.

Contracted services comprise of 11, 22 % or R52, 885 million of the total operational budget for the 2018/19 financial year and increases to R55, 741 million and R58, 806 million in the two respective outer years. The norm for contracted services is 2% to 5% and as a result, the budget for contracted services through the MTREF period is considered to be excessive.

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved.

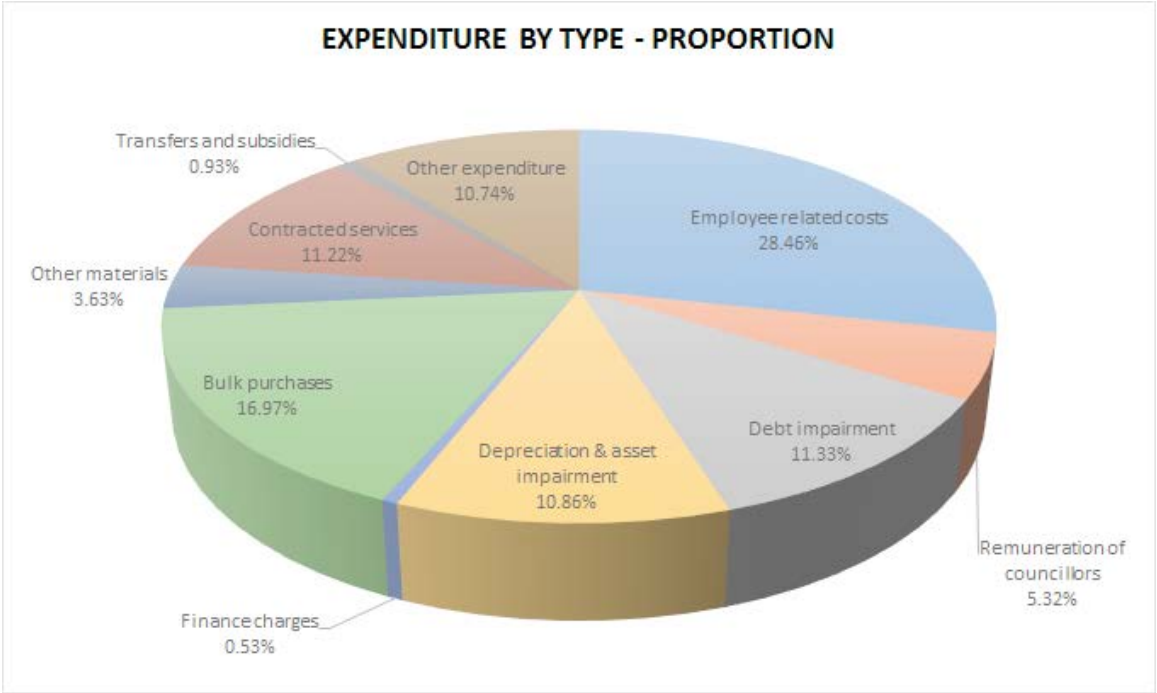


Figure 2 Main operational expenditure categories for the 2018/19 financial year

1.3.1 Priority given to repairs and maintenance

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2018/19 budget and MTREF provide for budget appropriations in the area of asset maintenance, as informed by the asset renewal and repairs and maintenance needs. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services.

During the compilation of the 2018/19 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality's infrastructure and historic deferred maintenance. In this MTREF, repairs and maintenance budget has been increased from R12, 693 million in 2017/18 to R17, 950 million in 2018/19 then increases to R18, 919 million and R19, 960 million respectively in the outer years. In addition, the municipality is still experiencing budgetary constraints to can meet the required 8% that repairs and maintenance should contribute towards property, plant and equipment; and investment property. In relation to property, plant and equipment, repairs and maintenance comprises of 1, 8% throughout the MTREF period and this percentage is however way below the set norm of 8% as stipulated by National Treasury.

1.3.2 Free Basic Services: Basic Social Services Package

The social package assists of households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy. Details relating to free services, cost of free basis services, revenue lost owing to free basic services as well as basic service delivery measurement is contained in Table 10 MBRR A10 (Basic Service Delivery Measurement) on.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act and this package covers all the basic services provided by EMLM and these services include, property rates rebates, service charges electricity, and refuse removal.

1.5 Annual Budget Tables

The following tables present the main budget tables as required in terms of section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality's 2018/19 draft budget and MTREF. Each table is accompanied by explanatory notes thereof.

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Budget		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Financial Performance										
Property rates	19,271	22,395	25,815	26,472	34,805	34,805	28,531	36,650	38,629	40,754
Service charges	59,179	68,788	77,251	89,822	92,822	92,822	68,693	101,546	108,458	116,096
Investment revenue	3,965	4,290	2,889	3,701	2,500	2,500	1,796	3,000	3,162	3,336
Transfers recognised - operational	170,641	216,652	213,105	226,163	226,163	226,163	211,265	245,278	269,940	293,775
Other own revenue	22,962	18,178	72,026	45,865	88,454	88,454	31,059	90,309	95,186	100,421
Total Revenue (excluding capital transfers)	276,019	330,303	391,085	392,023	444,744	444,744	341,344	476,783	515,376	554,382
Employee costs	102,669	112,151	117,781	123,460	126,105	126,105	110,466	134,149	142,723	152,000
Remuneration of councillors	18,844	19,061	20,298	22,113	23,430	23,430	18,684	25,070	26,675	28,409
Depreciation & asset impairment	32,042	49,728	47,998	51,200	51,200	51,200	–	51,181	53,944	56,911
Finance charges	–	2,141	1,426	3,124	2,124	2,124	403	2,500	2,300	2,000
Materials and bulk purchases	53,540	69,966	78,603	82,662	81,986	81,986	62,229	97,093	102,337	107,965
Transfers and grants	1,832	1,279	708	3,724	3,724	3,724	4,972	4,404	4,642	4,897
Other expenditure	128,686	114,765	229,263	100,105	142,563	142,563	90,850	156,909	164,223	173,255
Total Expenditure	337,613	369,091	496,076	386,388	431,132	431,132	287,604	471,306	496,844	525,438
Surplus/(Deficit)	(61,594)	(38,788)	(104,990)	5,635	13,612	13,612	53,740	5,477	18,532	28,944
Transfers and subsidies - capital (monetary)	58,967	77,188	68,930	70,860	91,349	91,349	67,766	63,830	67,721	70,734
Contributions recognised - capital	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers	(2,627)	38,400	(36,060)	76,495	104,961	104,961	121,506	69,307	86,253	99,678
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(2,627)	38,400	(36,060)	76,495	104,961	104,961	121,506	69,307	86,253	99,678
Capital expenditure & funds sources										
Capital expenditure	72,212	108,388	80,665	77,302	103,123	103,123	77,564	75,869	85,123	84,647
Transfers recognised - capital	51,462	77,188	68,895	62,158	80,131	80,131	67,654	55,504	58,888	61,508
Public contributions & donations	–	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	20,750	31,200	11,770	15,144	22,992	22,992	9,910	20,365	26,235	23,139
Total sources of capital funds	72,212	108,388	80,665	77,302	103,123	103,123	77,564	75,869	85,123	84,647
Financial position										
Total current assets	78,138	58,124	87,618	107,614	92,914	92,914	144,278	120,845	153,340	172,726
Total non current assets	830,215	979,292	1,006,770	1,066,797	1,026,671	1,026,671	1,084,126	1,083,492	1,118,642	1,150,739
Total current liabilities	68,432	69,263	99,680	60,491	62,491	62,491	111,156	73,138	85,587	93,533
Total non current liabilities	79,033	95,865	89,811	98,733	106,433	106,433	86,141	116,629	106,083	92,380
Community wealth/Equity	760,887	872,288	904,896	1,015,187	950,660	950,660	1,031,107	1,014,570	1,080,311	1,137,552
Cash flows										
Net cash from (used) operating	57,728	22,790	98,321	93,102	106,587	106,587	89,558	83,769	101,353	115,441
Net cash from (used) investing	(70,369)	(30,567)	(81,193)	(77,302)	(102,523)	(102,523)	(63,516)	(71,869)	(82,623)	(81,947)
Net cash from (used) financing	2,361	(5,415)	(8,149)	(8,497)	(9,041)	(9,041)	(5,870)	(9,829)	(13,797)	(16,451)
Cash/cash equivalents at the year end	24,967	11,965	20,944	32,968	15,968	15,968	41,116	18,039	22,972	40,015
Cash backing/surplus reconciliation										
Cash and investments available	24,967	11,965	20,944	32,968	15,968	15,968	41,116	18,039	22,972	40,015
Application of cash and investments	23,600	28,276	45,957	7,405	11,176	11,176	16,934	(147)	(6,710)	(2,980)
Balance - surplus (shortfall)	1,367	(16,310)	(25,013)	25,563	4,792	4,792	24,182	18,186	29,682	42,995
Asset management										
Asset register summary (WDV)	819,565	967,888	938,646	1,054,011	1,013,594	1,013,594		1,070,651	1,105,655	1,137,739
Depreciation	32,042	49,728	47,998	51,200	51,200	51,200		51,181	53,944	56,911
Renewal of Existing Assets	18,642	30,190	40,622	38,974	42,414	42,414		34,071	37,105	13,913
Repairs and Maintenance	10,988	9,337	10,353	11,311	12,693	12,693		17,950	18,919	19,960
Free services										
Cost of Free Basic Services provided	690	800	708	2,000	2,000	2,000	842	2,224	2,344	2,473
Revenue cost of free services provided	17,799	5,235	–	8,193	8,193	8,193	18,224	18,224	19,208	20,265
Households below minimum service level										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	3,000	3,126	3,342	3,895	3,895	3,895	3,600	3,600	3,480	3,000
Refuse:	50,306	50,312	50,317	50,317	50,317	50,317	54,129	54,129	54,129	54,129

Explanatory notes to MBRR Table A1 - Budget Summary

1. Table A1 is a budget summary and provides a concise overview of the Municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
2. The table provides an overview of the amounts contained in the draft budget for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.
3. Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - α. The operating surplus/deficit (after Total Expenditure net of non-cash items) is positive over the MTREF period.
 - β. Capital expenditure is balanced by capital funding sources, of which
 - ι. Transfers recognised is reflected on the Financial Performance Budget;
 - υ. Internally generated funds are financed from a combination of the current operating surplus. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive, and is improving indicates that the necessary cash resources are available to fund the Capital Budget.
4. The Cash backing/surplus reconciliation shows that the municipality does not have reserves and consequently many of its obligations are not cash-backed. This place the municipality in a very vulnerable financial position with regards to replacement of assets since no capital replacement reserve is in place. Notwithstanding the absence of capital replacement reserves, at least the municipality is not operating on an overdraft nor funding some of its capital projects through direct borrowings. Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of services to the poor. The section of Free Services shows that the amount spent on Free Basic Services and the revenue cost of free services provided by the municipality has dropped and this is attributed to offering free basic services only to indigents and this function is not yet optimized.

Table 9 MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

Functional Classification Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue - Functional									
Governance and administration	204,510	248,338	253,047	170,084	183,920	183,920	203,714	216,385	234,513
Executive and council	934	930	–	35,581	35,581	35,581	42,873	45,668	48,978
Finance and administration	203,576	247,408	253,047	128,101	141,936	141,936	152,939	162,375	176,613
Internal audit	–	–	–	6,402	6,402	6,402	7,902	8,342	8,923
Community and public safety	359	2,711	45	12,846	18,446	18,446	18,637	20,117	21,400
Community and social services	341	2,710	45	6,377	11,977	11,977	7,973	8,606	9,201
Sport and recreation	18	1	–	6,469	6,469	6,469	10,664	11,512	12,199
Public safety	–	–	–	–	–	–	–	–	–
Housing	–	–	–	–	–	–	–	–	–
Health	–	–	–	–	–	–	–	–	–
Economic and environmental services	66,292	76,852	115,853	150,237	200,822	200,822	185,532	195,945	207,876
Planning and development	1,317	1,186	1,635	13,512	19,012	19,012	17,319	18,185	19,092
Road transport	64,976	75,666	114,218	135,883	180,968	180,968	167,196	176,699	187,673
Environmental protection	–	–	–	842	842	842	1,018	1,060	1,111
Trading services	63,825	79,589	91,070	129,716	132,905	132,905	132,730	150,650	161,326
Energy sources	60,334	75,904	84,564	106,984	107,173	107,173	109,537	121,765	133,880
Water management	–	–	–	–	–	–	–	–	–
Waste water management	–	–	–	–	–	–	–	–	–
Waste management	3,491	3,685	6,506	22,732	25,732	25,732	23,193	28,885	27,446
Other	–	–	–	–	–	–	–	–	–
Total Revenue - Functional	334,986	407,491	460,016	462,883	536,093	536,093	540,613	583,097	625,116
Expenditure - Functional									
Governance and administration	207,324	217,668	258,940	147,263	181,424	181,424	176,004	185,981	196,643
Executive and council	49,192	35,980	35,425	35,981	42,315	42,315	42,558	45,146	47,938
Finance and administration	158,132	176,275	215,183	104,880	131,658	131,658	125,652	132,598	139,993
Internal audit	–	5,413	8,333	6,402	7,450	7,450	7,795	8,236	8,712
Community and public safety	17,808	9,325	12,895	15,633	14,759	14,759	18,191	19,304	20,505
Community and social services	14,890	4,577	5,518	6,541	5,737	5,737	7,709	8,191	8,712
Sport and recreation	2,917	4,749	7,378	9,092	9,021	9,021	10,481	11,113	11,793
Public safety	–	–	–	–	–	–	–	–	–
Housing	–	–	–	–	–	–	–	–	–
Health	–	–	–	–	–	–	–	–	–
Economic and environmental services	39,639	53,433	103,151	117,737	120,307	120,307	149,194	157,242	166,453
Planning and development	7,693	11,171	18,070	20,850	17,708	17,708	23,848	24,774	26,323
Road transport	31,947	40,800	83,994	96,045	101,719	101,719	124,365	131,429	139,028
Environmental protection	–	1,463	1,087	842	880	880	981	1,039	1,102
Trading services	72,841	88,664	121,089	105,754	114,643	114,643	127,918	134,317	141,838
Energy sources	60,619	65,530	98,785	86,949	87,570	87,570	105,653	110,776	116,922
Water management	–	–	–	–	–	–	–	–	–
Waste water management	–	–	–	–	–	–	–	–	–
Waste management	12,223	23,135	22,304	18,805	27,073	27,073	22,265	23,541	24,915
Other	–	–	–	–	–	–	–	–	–
Total Expenditure - Functional	337,613	369,091	496,076	386,388	431,132	431,132	471,306	496,844	525,438
Surplus/(Deficit) for the year	(2,627)	38,400	(36,060)	76,495	104,961	104,961	69,307	86,253	99,678

Explanatory notes to MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

1. Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into different functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.
2. Note the Total Revenue on this table includes capital revenues (Transfers recognised – capital) and so does not balance to the operating revenue shown on Table A4.

Vote Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue by Vote									
Vote 1 - Executive & Council	–	–	–	31,540	37,871	37,871	38,168	40,432	43,312
Vote 2 - Office of the Municipal Manager	934	930	–	15,805	23,080	23,080	31,469	33,780	35,653
Vote 3 - Budget & Treasury	203,514	247,402	253,036	70,368	71,894	71,894	64,695	70,444	80,548
Vote 4 - Corporate Services	62	6	12	33,797	33,842	33,842	39,939	41,381	43,166
Vote 5 - Community Services	11,515	13,068	62,691	89,322	122,251	122,251	127,644	139,899	144,989
Vote 6 - Technical Services	117,644	143,712	141,006	200,885	220,489	220,489	211,110	228,598	247,360
Vote 7 - Developmental Planning	1,317	1,186	1,635	8,435	13,935	13,935	11,493	11,790	12,454
Vote 8 - Executive Support	–	1,186	1,635	12,731	12,731	12,731	16,094	16,773	17,634
Total Revenue by Vote	334,986	407,491	460,016	462,883	536,093	536,093	540,613	583,097	625,116
Expenditure by Vote to be appropriated									
Vote 1 - Executive & Council	28,444	29,961	31,808	31,940	38,271	38,271	37,886	40,182	42,659
Vote 2 - Office of the Municipal Manager	14,324	21,217	27,365	15,826	23,102	23,102	31,112	32,883	34,800
Vote 3 - Budget & Treasury	98,858	111,996	128,458	39,702	59,430	59,430	47,233	50,003	52,987
Vote 4 - Corporate Services	46,815	22,109	40,771	39,326	38,652	38,652	37,865	40,085	42,476
Vote 5 - Community Services	44,130	48,634	55,374	71,741	79,148	79,148	105,457	111,539	118,087
Vote 6 - Technical Services	90,924	104,289	183,344	165,483	165,729	165,729	185,027	194,326	204,881
Vote 7 - Developmental Planning	14,116	6,505	12,074	9,604	10,737	10,737	11,188	11,322	12,004
Vote 8 - Executive Support	–	24,381	16,881	12,767	16,063	16,063	15,539	16,503	17,544
Total Expenditure by Vote	337,613	369,091	496,076	386,388	431,132	431,132	471,306	496,844	525,438
Surplus/(Deficit) for the year	(2,627)	38,400	(36,060)	76,495	104,961	104,961	69,307	86,253	99,678

Explanatory notes to MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

1. Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organizational structure of the Municipality.

Table 11 MBRR Table A4 - Budgeted Financial Performance (revenue and expenditure)

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source										
Property rates	19,271	22,395	25,815	26,472	34,805	34,805	28,531	36,650	38,629	40,754
Service charges - electricity revenue	55,695	65,104	70,745	81,206	81,206	81,206	60,595	89,297	95,548	102,476
Service charges - water revenue	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	3,483	3,684	6,506	8,616	11,616	11,616	8,098	12,249	12,910	13,620
Service charges - other	–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment	1,889	2,213	1,319	1,935	1,000	1,000	541	1,220	1,286	1,357
Interest earned - external investments	3,965	4,290	2,889	3,701	2,500	2,500	1,796	3,000	3,162	3,336
Interest earned - outstanding debtors	5,861	5,872	6,469	6,260	14,260	14,260	8,476	8,161	8,601	9,075
Dividends received	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits	2,584	2,413	50,885	30,000	55,016	55,016	6,592	73,200	77,153	81,396
Licences and permits	5,081	4,257	5,255	5,171	4,500	4,500	3,913	4,950	5,217	5,504
Agency services	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies	170,641	216,652	213,105	226,163	226,163	226,163	211,265	245,278	269,940	293,775
Other revenue	7,548	3,423	8,098	2,499	13,678	13,678	11,536	2,779	2,929	3,090
Gains on disposal of PPE	–	–	–	–	–	–	–	–	–	–
Total Revenue (excl' capital transfers)	276,019	330,303	391,085	392,023	444,744	444,744	341,344	476,783	515,376	554,382
Expenditure By Type										
Employee related costs	102,669	112,151	117,781	123,460	126,105	126,105	110,466	134,149	142,723	152,000
Remuneration of councillors	18,844	19,061	20,298	22,113	23,430	23,430	18,684	25,070	26,675	28,409
Debt impairment	11,357	8,130	21,128	26,372	26,372	26,372	–	53,421	56,306	59,402
Depreciation & asset impairment	32,042	49,728	47,998	51,200	51,200	51,200	–	51,181	53,944	56,911
Finance charges	–	2,141	1,426	3,124	2,124	2,124	403	2,500	2,300	2,000
Bulk purchases	51,853	60,361	65,729	69,165	70,165	70,165	52,348	80,000	84,320	88,958
Other materials	1,687	9,606	12,873	13,497	11,821	11,821	9,881	17,093	18,017	19,007
Contracted services	11,259	36,111	43,080	25,350	65,237	65,237	51,067	52,885	55,741	58,806
Transfers and subsidies	1,832	1,279	708	3,724	3,724	3,724	4,972	4,404	4,642	4,897
Other expenditure	106,070	66,734	161,695	48,384	50,954	50,954	39,783	50,604	52,177	55,047
Loss on disposal of PPE	–	3,790	3,360	–	–	–	–	–	–	–
Total Expenditure	337,613	369,091	496,076	386,388	431,132	431,132	287,604	471,306	496,844	525,438
Surplus/(Deficit)	(61,594)	(38,788)	(104,990)	5,635	13,612	13,612	53,740	5,477	18,532	28,944
Transfers and subsidies - capital (monetary)	58,967	77,188	68,930	70,860	91,349	91,349	67,766	63,830	67,721	70,734
Transfers and subsidies - capital (monetary)	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers	(2,627)	38,400	(36,060)	76,495	104,961	104,961	121,506	69,307	86,253	99,678
Taxation	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after taxation	(2,627)	38,400	(36,060)	76,495	104,961	104,961	121,506	69,307	86,253	99,678
Attributable to minorities	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality	(2,627)	38,400	(36,060)	76,495	104,961	104,961	121,506	69,307	86,253	99,678
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(2,627)	38,400	(36,060)	76,495	104,961	104,961	121,506	69,307	86,253	99,678

Explanatory notes to Table A4 - Budgeted Financial Performance (revenue and expenditure)

1. Operating revenue is R476, 783 million in 2018/19 and escalates to R515, 376 million and R554, 382 million in the outer years.
2. Services charges relating to electricity and refuse removal and these revenue sources contribute significantly to the revenue basket of the municipality and the contribution thereof totals R101, 546 million for the 2018/19 financial year and increasing to R108, 458 million in 2019/20 and increasing to R116, 096 million in 2020/21 financial year.
3. Transfers recognized – operating includes the local government equitable share, financial management grant, extended public works programme grant, municipal systems improvement grants and special support for councilors remuneration.
4. Employee related costs and bulk purchases are the main cost drivers within the municipality and alternative operational gains and efficiencies will have to be identified to lessen the impact of wage and bulk tariff increases in future years.

Table 12 MBRR Table A5 - Budgeted Capital Expenditure by standard classification and funding source

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Capital Expenditure - Functional										
Governance and administration	2,579	1,148	2,091	500	1,300	1,300	496	1,700	1,400	1,400
Executive and council										
Finance and administration	2,579	1,148	2,091	500	1,300	1,300	496	1,700	1,400	1,400
Internal audit										
Community and public safety	159	77	181	400	8,479	8,479	7,090	522	-	-
Community and social services	159	77	28					522		
Sport and recreation			-	400	8,479	8,479	7,090	-	-	-
Public safety			153							
Housing										
Health			-							
Economic and environmental services	61,667	84,276	67,241	63,244	80,021	80,021	61,086	59,779	63,897	38,482
Planning and development	1,009							-	-	-
Road transport	60,657	84,276	67,241	63,244	80,021	80,021	61,086	59,779	63,897	38,482
Environmental protection								-	-	-
Trading services	7,807	22,887	11,151	13,158	13,324	13,324	8,892	13,868	19,826	44,765
Energy sources	7,752	22,445	11,151	13,158	13,324	13,324	8,892	10,868	19,826	32,870
Water management								-	-	-
Waste water management								-	-	-
Waste management	55	442						3,000	-	11,896
Other								-	-	-
Total Capital Expenditure - Functional	72,212	108,388	80,665	77,302	103,123	103,123	77,564	75,869	85,123	84,647
Funded by:										
National Government	51,462	77,188	68,895	62,158	80,131	80,131	67,654	55,504	58,888	61,508
Provincial Government										
District Municipality										
Other transfers and grants										
Transfers recognised - capital	51,462	77,188	68,895	62,158	80,131	80,131	67,654	55,504	58,888	61,508
Public contributions & donations										
Borrowing										
Internally generated funds	20,750	31,200	11,770	15,144	22,992	22,992	9,910	20,365	26,235	23,139
Total Capital Funding	72,212	108,388	80,665	77,302	103,123	103,123	77,564	75,869	85,123	84,647

Table 13 MBRR Table A5 - Budgeted Capital Expenditure by vote

Vote Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Capital expenditure - Vote										
Multi-year expenditure to be appropriated										
Vote 1 - Executive & Council	-	-	-	-	-	-	-	-	-	-
Vote 2 - Office of the Municipal Manager	-	-	-	-	-	-	-	-	-	-
Vote 3 - Budget & Treasury	-	-	-	-	-	-	-	-	-	-
Vote 4 - Corporate Services	1,280	1,148	-	500	1,300	1,300	496	1,400	1,400	1,400
Vote 5 - Community Services	214	3,701	28	500	500	500	-	3,000	-	11,896
Vote 6 - Technical Services	41,058	67,215	50,994	52,539	75,747	75,747	58,117	27,513	43,859	29,427
Vote 7 - Developmental Planning	-	-	-	-	-	-	-	-	-	-
Vote 8 - Executive Support	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	42,551	72,063	51,021	53,539	77,547	77,547	58,613	31,913	45,259	42,723
Single-year expenditure to be appropriated										
Vote 1 - Executive & Council	-	-	-	-	-	-	-	-	-	-
Vote 2 - Office of the Municipal Manager	-	-	-	-	-	-	-	-	-	-
Vote 3 - Budget & Treasury	-	-	-	-	-	-	-	500	-	-
Vote 4 - Corporate Services	1,299	-	1,508	-	-	-	-	300	-	-
Vote 5 - Community Services	-	-	153	400	400	400	285	522	-	-
Vote 6 - Technical Services	27,352	36,325	27,399	23,363	25,176	25,176	18,666	42,634	39,863	41,924
Vote 7 - Developmental Planning	1,009	-	-	-	-	-	-	-	-	-
Vote 8 - Executive Support	-	-	583	-	-	-	-	-	-	-
Capital single-year expenditure sub-total	29,660	36,325	29,643	23,763	25,576	25,576	18,951	43,956	39,863	41,924
Total Capital Expenditure - Vote	72,212	108,388	80,665	77,302	103,123	103,123	77,564	75,869	85,123	84,647

Explanatory notes to Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

- Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national departments.
- The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations. In relation to multi-year appropriations, for 2018/19 R31, 913 million has been allocated of the total R75, 869 million capital budget, which totals 42, 06%. This allocation escalates to R45, 259 million in 2019/20 and declines to R42, 723 million in 2020/21.
- Single-year capital expenditure has been appropriated at R43, 956 million for the 2018/19 financial year and declines to R39, 863 million in 2019/20 and then increases to R41, 924 million in 2020/21 financial year.
- Unlike multi-year capital appropriations, single-year appropriations relate to expenditure that will be incurred in the specific budget year such as the procurement of vehicles and specialized tools and equipment. The budget appropriations for the two outer years are indicative allocations based on the departmental business plans as informed by the IDP and will be reviewed on an annual basis to assess the relevance of the expenditure in relation to the strategic objectives and service delivery imperatives of the Municipality. For the purpose of funding assessment of the MTREF, these appropriations have been included but no commitments will be incurred against single-year appropriations for the two outer-years. The capital programme is funded from capital grants and transfers and internally generated funds from current year surpluses.

Table 14 MBRR Table A6 - Budgeted Financial Position

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
ASSETS										
Current assets										
Cash	1,203	5,066	5,288	4,400	4,400	4,400	10,840	2,457	1,172	15,015
Call investment deposits	23,764	6,899	15,657	28,568	11,568	11,568	30,277	15,582	21,800	25,000
Consumer debtors	18,744	24,545	20,636	34,600	30,600	30,600	48,056	40,483	60,344	61,637
Other debtors	31,791	18,226	42,835	36,846	42,846	42,846	51,359	58,923	66,724	67,923
Current portion of long-term receivables							-			
Inventory	2,636	3,388	3,202	3,200	3,500	3,500	3,747	3,400	3,300	3,150
Total current assets	78,138	58,124	87,618	107,614	92,914	92,914	144,278	120,845	153,340	172,726
Non current assets										
Long-term receivables										
Investments										
Investment property	89,472	96,146	55,728	96,146	55,728	55,728	56,136	53,728	53,728	53,728
Investment in Associate										
Property, plant and equipment	729,129	871,247	938,356	957,866	957,866	957,866	1,015,767	1,016,632	1,051,636	1,083,720
Agricultural Biological	323	-								
Intangible	640	496	291		291	291	291	291	291	291
Other non-current assets	10,650	11,404	12,396	12,786	12,786	12,786	11,932	12,841	12,986	13,000
Total non current assets	830,215	979,292	1,006,770	1,066,797	1,026,671	1,026,671	1,084,126	1,083,492	1,118,642	1,150,739
TOTAL ASSETS	908,353	1,037,416	1,094,388	1,174,411	1,119,584	1,119,584	1,228,404	1,204,337	1,271,982	1,323,465
LIABILITIES										
Current liabilities										
Bank overdraft										
Borrowing	-	8,170	6,900	8,608	5,608	5,608	5,839	10,000	14,000	16,677
Consumer deposits	5,531	5,120	5,633	5,089	5,089	5,089	5,770	5,260	5,463	5,689
Trade and other payables	61,539	53,644	82,244	45,253	50,253	50,253	90,057	52,466	60,466	65,466
Provisions	1,362	2,330	4,904	1,542	1,542	1,542	9,489	5,412	5,658	5,700
Total current liabilities	68,432	69,263	99,680	60,491	62,491	62,491	111,156	73,138	85,587	93,533
Non current liabilities										
Borrowing	-	11,520	-	16,500	19,500	19,500	-	30,677	16,677	-
Provisions	79,033	84,345	89,811	82,233	86,933	86,933	86,141	85,952	89,406	92,380
Total non current liabilities	79,033	95,865	89,811	98,733	106,433	106,433	86,141	116,629	106,083	92,380
TOTAL LIABILITIES	147,465	165,128	189,492	159,224	168,924	168,924	197,297	189,767	191,670	185,913
NET ASSETS	760,887	872,288	904,896	1,015,187	950,660	950,660	1,031,107	1,014,570	1,080,311	1,137,552
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)	760,887	872,288	904,896	1,015,187	950,660	950,660	1,031,107	1,014,570	1,080,311	1,137,552
Reserves	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	760,887	872,288	904,896	1,015,187	950,660	950,660	1,031,107	1,014,570	1,080,311	1,137,552

Explanatory notes to Table A6 - Budgeted Financial Position

1. Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as "accounting" Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
3. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
4. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly,

the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition the funding compliance assessment is informed directly by forecasting the statement of financial position.

Table 15 MBRR Table A7 - Budgeted Cash Flow Statement

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates	19,271	8,908	20,966	21,177	26,104	26,104	15,677	28,587	30,131	31,788
Service charges	52,686	59,267	69,070	83,078	79,245	79,245	54,524	89,922	96,063	102,852
Other revenue	10,037	8,835	10,066	13,516	24,449	24,449	31,449	18,225	19,210	20,266
Government - operating	170,641	216,652	214,632	226,163	226,163	226,163	226,163	245,278	269,940	293,775
Government - capital	65,518	77,188	83,703	70,860	91,349	91,349	81,860	63,830	67,721	70,734
Interest	9,257	10,163	10,410	5,579	5,352	5,352	1,710	4,632	4,882	5,151
Dividends	-	-						-	-	-
Payments										
Suppliers and employees	(267,851)	(355,769)	(308,578)	(320,424)	(338,227)	(338,227)	(315,061)	(359,801)	(379,652)	(402,227)
Finance charges		(2,141)	(1,426)	(3,124)	(4,124)	(4,124)	(448)	(2,500)	(2,300)	(2,000)
Transfers and Grants	(1,832)	(313)	(521)	(3,724)	(3,724)	(3,724)	(6,316)	(4,404)	(4,642)	(4,897)
NET CASH FROM/(USED) OPERATING ACTIVITIES	57,728	22,790	98,321	93,102	106,587	106,587	89,558	83,769	101,353	115,441
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE	-	654			600	600		2,000	-	-
Decrease (Increase) in non-current debtors	-	-						2,000	2,500	2,700
Decrease (increase) other non-current receivables	-	-	(529)				14,048	-	-	-
Decrease (increase) in non-current investments	-	77,167						-	-	-
Payments										
Capital assets	(70,369)	(108,388)	(80,665)	(77,302)	(103,123)	(103,123)	(77,564)	(75,869)	(85,123)	(84,647)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(70,369)	(30,567)	(81,193)	(77,302)	(102,523)	(102,523)	(63,516)	(71,869)	(82,623)	(81,947)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans								-	-	-
Borrowing long term/refinancing								-	-	-
Increase (decrease) in consumer deposits	2,361	(412)	21	111	(433)	(433)	(137)	171	203	227
Payments										
Repayment of borrowing		(5,003)	(8,170)	(8,608)	(8,608)	(8,608)	(5,733)	(10,000)	(14,000)	(16,677)
NET CASH FROM/(USED) FINANCING ACTIVITIES	2,361	(5,415)	(8,149)	(8,497)	(9,041)	(9,041)	(5,870)	(9,829)	(13,797)	(16,451)
NET INCREASE/ (DECREASE) IN CASH HELD	(10,280)	(13,192)	8,979	7,304	(4,977)	(4,977)	20,172	2,071	4,933	17,044
Cash/cash equivalents at the year begin:	35,247	25,158	11,965	25,664	20,944	20,944	20,944	15,968	18,039	22,972
Cash/cash equivalents at the year end:	24,967	11,965	20,944	32,968	15,968	15,968	41,116	18,039	22,972	40,015

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.
2. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.
3. It can be seen that the cash level of the Municipality is projected to consistently increase, however the achievement of these results, requires implementation of stringent credit control.
4. The 2018/19 MTREF has been informed by the planning principle of ensuring adequate cash and cash equivalent over the medium-term and as a result, the Cash and Investment management policy is now in place.

Table 16 MBRR Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Cash and investments available										
Cash/cash equivalents at the year end	24,967	11,965	20,944	32,968	15,968	15,968	41,116	18,039	22,972	40,015
Other current investments > 90 days	–	–	(0)	0	–	–	–	–	–	–
Non current assets - Investments	–	–	–	–	–	–	–	–	–	–
Cash and investments available:	24,967	11,965	20,944	32,968	15,968	15,968	41,116	18,039	22,972	40,015
Application of cash and investments										
Unspent conditional transfers	16,212	1,575	16,956	–	–	–	13,588	466	466	466
Unspent borrowing	–	–	–	–	–	–	–	–	–	–
Statutory requirements	1,558	2,420	–	12,500	3,500	3,500	1,012	1,458	3,428	3,864
Other working capital requirements	4,468	21,951	29,001	(6,637)	6,134	6,134	(2,306)	(7,483)	(16,262)	(13,010)
Other provisions	1,362	2,330	–	1,542	1,542	1,542	4,640	5,412	5,658	5,700
Long term investments committed	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	–	–	–	–	–	–	–	–	–	–
Total Application of cash and investments:	23,600	28,276	45,957	7,405	11,176	11,176	16,934	(147)	(6,710)	(2,980)
Surplus(shortfall)	1,367	(16,310)	(25,013)	25,563	4,792	4,792	24,182	18,186	29,682	42,995

Explanatory notes to Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.
2. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.
3. The outcome of this exercise would either be a surplus or deficit. A deficit would indicate that the applications exceed the cash and investments available and would be indicative of non-compliance with the MFMA requirements that the municipality's budget must be "funded".
4. Non-compliance with section 18 of the MFMA is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded.
5. From the above table, it is clearly indicated that the municipality has surplus over MTREF.

Table 17 MBRR Table A9 - Asset Management: New and Renewal of existing assets

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
CAPITAL EXPENDITURE									
Total New Assets	53,570	78,198	40,043	34,381	51,194	51,194	38,798	48,017	47,53
Roads Infrastructure	42,516	52,140	21,733	19,123	35,070	35,070	21,283	26,791	13,26
Storm water Infrastructure	803	3,613	–	–	–	–	–	–	–
Electrical Infrastructure	6,075	22,359	11,151	13,158	13,324	13,324	10,868	19,826	32,87
Solid Waste Infrastructure	–	–	–	–	–	–	–	–	–
Infrastructure	49,393	78,112	32,884	32,281	48,394	48,394	32,150	46,617	46,13
Community Facilities	3,112	–	–	300	300	300	–	–	–
Sport and Recreation Facilities	–	–	–	–	–	–	–	–	–
Community Assets	3,112	–	–	300	300	300	–	–	–
Heritage Assets	–	–	–	–	–	–	–	–	–
Revenue Generating	–	–	–	–	–	–	–	–	–
Non-revenue Generating	–	–	–	–	–	–	–	–	–
Investment properties	–	–	–	–	–	–	–	–	–
Operational Buildings	–	–	1,298	–	–	–	4,447	–	–
Housing	–	–	–	–	–	–	–	–	–
Other Assets	–	–	1,298	–	–	–	4,447	–	–
Licences and Rights	–	–	–	–	–	–	–	–	–
Intangible Assets	–	–	–	–	–	–	–	–	–
Computer Equipment	–	–	1,168	300	800	800	500	500	50
Furniture and Office Equipment	–	–	340	200	500	500	400	400	40
Machinery and Equipment	1,065	86	2,100	600	1,200	1,200	1,300	500	50
Transport Assets	–	–	2,253	700	–	–	–	–	–
Total Renewal of Existing Assets	18,642	30,190	40,622	38,974	42,414	42,414	34,071	37,105	13,91
Roads Infrastructure	6,953	24,824	37,997	38,474	41,914	41,914	33,550	37,105	13,91
Storm water Infrastructure	–	–	–	–	–	–	–	–	–
Electrical Infrastructure	3,974	–	–	–	–	–	–	–	–
Solid Waste Infrastructure	479	442	–	–	–	–	–	–	–
Infrastructure	11,406	25,266	37,997	38,474	41,914	41,914	33,550	37,105	13,91
Community Facilities	–	77	–	–	–	–	522	–	–
Sport and Recreation Facilities	–	–	1,694	–	–	–	–	–	–
Community Assets	–	77	1,694	–	–	–	522	–	–
Heritage Assets	–	–	–	–	–	–	–	–	–
Revenue Generating	–	–	–	–	–	–	–	–	–
Non-revenue Generating	–	–	–	–	–	–	–	–	–
Investment properties	–	–	–	–	–	–	–	–	–
Operational Buildings	6,435	3,699	932	500	500	500	–	–	–
Housing	–	–	–	–	–	–	–	–	–
Other Assets	6,435	3,699	932	500	500	500	–	–	–

MBRR Table A9 - Asset Management: Upgrading of existing assets and Total capex

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
CAPITAL EXPENDITURE									
Total Upgrading of Existing Assets	-	-	-	3,947	9,515	9,515	3,000	-	23,200
Roads Infrastructure	-	-	-	-	-	-	-	-	-
Storm water Infrastructure	-	-	-	-	-	-	-	-	-
Electrical Infrastructure	-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure	-	-	-	-	-	-	3,000	-	11,896
Infrastructure	-	-	-	-	-	-	3,000	-	11,896
Community Facilities	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	8,079	8,079	-	-	11,304
Community Assets	-	-	-	-	8,079	8,079	-	-	11,304
Heritage Assets	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	3,947	1,437	1,437	-	-	-
Housing	-	-	-	-	-	-	-	-	-
Other Assets	-	-	-	3,947	1,437	1,437	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
Total Capital Expenditure									
Roads Infrastructure	49,469	76,964	59,730	57,596	76,984	76,984	54,832	63,897	27,177
Storm water Infrastructure	803	3,613	-	-	-	-	-	-	-
Electrical Infrastructure	10,048	22,359	11,151	13,158	13,324	13,324	10,868	19,826	32,870
Solid Waste Infrastructure	479	442	-	-	-	-	3,000	-	11,896
Infrastructure	60,799	103,378	70,881	70,754	90,308	90,308	68,700	83,723	71,943
Community Facilities	3,112	77	-	300	300	300	522	-	-
Sport and Recreation Facilities	-	-	1,694	-	8,079	8,079	-	-	11,304
Community Assets	3,112	77	1,694	300	8,379	8,379	522	-	11,304
Heritage Assets	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Operational Buildings	6,435	3,699	2,229	4,447	1,937	1,937	4,447	-	-
Housing	-	-	-	-	-	-	-	-	-
Other Assets	6,435	3,699	2,229	4,447	1,937	1,937	4,447	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-
Computer Equipment	476	623	1,168	300	800	800	500	500	500
Furniture and Office Equipment	325	237	340	200	500	500	400	400	400
Machinery and Equipment	1,065	374	2,100	600	1,200	1,200	1,300	500	500
Transport Assets	-	-	2,253	700	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class	72,212	108,388	80,665	77,302	103,123	103,123	75,869	85,123	84,647

MBRR Table A9 - Asset Management: Asset Management

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue &		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
ASSET REGISTER SUMMARY - PPE (WDV)									
Roads Infrastructure	819,565	448,129	599,484	605,926	605,926	605,926	659,258	723,155	750,332
Storm water Infrastructure	-	-	-	-	-	-	-	-	-
Electrical Infrastructure	-	52,317	47,089	70,460	70,460	70,460	70,460	70,460	70,460
Water Supply Infrastructure	-	-	-	-	-	-	-	-	-
Sanitation Infrastructure	-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure	-	1,873	-	4,080	4,080	4,080	4,080	4,080	4,080
Rail Infrastructure	-	-	-	-	-	-	-	-	-
Coastal Infrastructure	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-
Infrastructure	819,565	502,320	646,573	680,466	680,466	680,466	733,798	797,695	824,872
Community Facilities	-	700	1,694	-	-	-	-	-	-
Sport and Recreation Facilities	-	43,224	35,521	53,575	53,575	53,575	53,575	53,575	64,880
Community Assets	-	43,924	37,215	53,575	53,575	53,575	53,575	53,575	64,880
Heritage Assets	-	463	-	-	-	-	-	-	-
Revenue Generating	-	96,146	-	96,146	55,728	55,728	53,728	53,728	53,728
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Investment properties	-	96,146	-	96,146	55,728	55,728	53,728	53,728	53,728
Operational Buildings	-	222,601	213,186	134,703	134,703	134,703	136,633	106,440	98,742
Housing	-	-	-	-	-	-	-	-	-
Other Assets	-	222,601	213,186	134,703	134,703	134,703	136,633	106,440	98,742
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	496	291	-	-	-	291	291	291
Intangible Assets	-	496	291	-	-	-	291	291	291
Computer Equipment	-	5,242	-	6,120	6,120	6,120	6,620	7,120	7,620
Furniture and Office Equipment	-	39,322	-	35,376	35,376	35,376	36,276	36,676	37,076
Machinery and Equipment	-	57,374	24,409	45,280	45,280	45,280	47,384	47,784	48,184
Transport Assets	-	-	16,971	2,346	2,346	2,346	2,346	2,346	2,346
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	819,565	967,888	938,646	1,054,011	1,013,594	1,013,594	1,070,651	1,105,655	1,137,739
EXPENDITURE OTHER ITEMS									
Depreciation	32,042	49,728	47,998	51,200	51,200	51,200	51,181	53,944	56,911
Repairs and Maintenance by Asset Class	10,988	9,337	10,353	11,311	12,693	12,693	17,950	18,919	19,960
Roads Infrastructure	881	1,788	946	2,500	2,650	2,650	4,000	4,216	4,448
Storm water Infrastructure	244	-	-	-	-	-	-	-	-
Electrical Infrastructure	1,271	1,001	1,802	1,900	1,900	1,900	3,000	3,162	3,336
Solid Waste Infrastructure	1,110	1,209	1,885	2,300	3,300	3,300	3,400	3,584	3,781
Infrastructure	3,506	3,998	4,633	6,700	7,850	7,850	10,400	10,962	11,564
Community Facilities	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Community Assets	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-
Operational Buildings	2,965	1,154	1,432	1,300	1,325	1,325	2,000	2,108	2,224
Other Assets	2,965	1,154	1,432	1,300	1,325	1,325	2,000	2,108	2,224
Licences and Rights	-	9	82	100	100	100	-	-	-
Intangible Assets	-	9	82	100	100	100	-	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment	586	2,749	2,405	1,711	2,118	2,118	3,550	3,742	3,947
Transport Assets	3,931	1,427	1,800	1,500	1,300	1,300	2,000	2,108	2,224
TOTAL EXPENDITURE OTHER ITEMS	43,030	59,065	58,351	62,511	63,893	63,893	69,131	72,864	76,871
Renewal and upgrading of Existing Assets as % of total capex	25.82%	27.85%	50.36%	55.52%	50.36%	50.36%	48.86%	43.59%	43.84%
Renewal and upgrading of Existing Assets as % of deprecn	58.18%	60.71%	84.63%	83.83%	101.42%	101.42%	72.43%	68.78%	65.21%
R&M as a % of PPE	1.50%	1.10%	1.10%	1.20%	1.30%	1.30%	1.80%	1.80%	1.80%
Renewal and upgrading and R&M as a % of PPE	4.00%	4.00%	5.00%	5.00%	6.00%	6.00%	5.00%	5.00%	5.00%

Explanatory notes to Table A9 - Asset Management

1. Table A9 provides an overview of municipal capital allocations to construct and/procure new assets, renewal, and upgrading of existing assets, as well as spending on repairs and maintenance by asset class.
2. National Treasury has recommended that municipalities should allocate at least 40 per cent of their capital budget to the renewal and upgrading of existing assets, and allocations to repairs and maintenance should be 8 per cent of PPE.
3. The renewal and upgrading of existing assets target has been met throughout the MTEF period, however, the achievement of repairs and maintenance target still remains a challenge.

Table 18 MBRR Table A10 – Service Delivery

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Household service targets									
Energy:									
Electricity (at least min.service level)	58,750	58,750	-	62,464	62,464	62,464	65,775	69,458	73,278
Electricity - prepaid (min.service level)	-	-	-	-	-	-	-	-	-
Minimum Service Level and Above sub-total	58,750	58,750	-	62,464	62,464	62,464	65,775	69,458	73,278
Electricity (< min.service level)	-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)	-	-	-	-	-	-	-	-	-
Other energy sources	3,000	3,126	-	3,895	3,895	3,895	3,600	3,480	3,000
Below Minimum Service Level sub-total	3,000	3,126	-	3,895	3,895	3,895	3,600	3,480	3,000
Total number of households	61,750	61,876	-	66,359	66,359	66,359	69,375	72,938	76,278
Refuse:									
Removed at least once a week	11,363	11,270	6,816	17,342	17,442	17,442	11,434	11,534	11,634
Minimum Service Level and Above sub-total	11,363	11,270	6,816	17,342	17,442	17,442	11,434	11,534	11,634
Removed less frequently than once a week	394	400	405	405	405	405	405	405	405
Using communal refuse dump	1,993	1,993	1,993	1,993	1,993	1,993	1,993	1,993	1,993
Using own refuse dump	38,712	38,712	38,712	38,712	38,712	38,712	42,524	42,524	42,524
Other rubbish disposal	703	703	703	703	703	703	703	703	703
No rubbish disposal	8,504	8,504	8,504	8,504	8,504	8,504	8,504	8,504	8,504
Below Minimum Service Level sub-total	50,306	50,312	50,317	50,317	50,317	50,317	54,129	54,129	54,129
Total number of households	61,669	61,582	57,133	67,659	67,759	67,759	65,563	65,663	65,763
Households receiving Free Basic Service									
Electricity/other energy (50kwh per household per month)	1,245	1,245	-	1,286	2,000	2,000	2,106	2,224	2,346
Refuse (removed at least once a week)	-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)									
Electricity/other energy (50kwh per indigent household per month)	690	800	708	2,000	2,000	2,000	2,224	2,344	2,473
Refuse (removed once a week for indigent households)	-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)	-	-	-	-	-	-	-	-	-
Total cost of FBS provided	690	800	708	2,000	2,000	2,000	2,224	2,344	2,473
Highest level of free service provided per household									
Property rates (R value threshold)	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Electricity (kwh per household per month)	50	50	50	50	50	50	50	50	50
Refuse (average litres per week)	-	-	-	-	-	-	-	-	-
Revenue cost of subsidised services provided (R'000)									
Property rates (tariff adjustment) (impermissable values per section 17 of MFMA)	4,725	5,235	-	8,193	8,193	8,193	9,112	9,604	10,132
Property rates exemptions, reductions and rebates and impermissable value	13,074	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)	-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)	-	-	-	-	-	-	-	-	-
Total revenue cost of subsidised services provided	17,799	5,235	-	8,193	8,193	8,193	9,112	9,604	10,132

PART 2 – SUPPORTING DOCUMENTATION

2.1.1 IDP and Service Delivery and Budget Implementation Plan

The Municipality's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the fourth revision cycle included the following key IDP processes and deliverables:

- Registration of community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- The review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the 2018/19 MTREF, based on the approved 2017/18 MTREF, Mid-year Review and adjustments budget. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

With the compilation of the 2018/19 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year performance for 2017/18 financial years. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

2.1.2 Financial Modelling and Key Planning Drivers

As part of the compilation of the 2018/19 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2018/19 MTREF:

- The past performance of the municipality
- Policy priorities and strategic objectives
- Asset maintenance
- Economic climate and trends (i.e inflation, Eskom increases, household debt, etc)
- The approved 2017/18 adjustments budget and performance against the SDBIP
- MFMA circular 89 and 91
- Debtors payment levels
- Investment possibilities
- The need for tariff increases versus the ability of the community to pay for service
- Improved and sustainable service delivery

1.1.3 Overview of alignment of annual budget with IDP

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the Municipality, issues of national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that the Municipality strategically complies with the key national and provincial priorities.

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. The following table highlights the IDP’ strategic objectives for the 2018/19 MTREF and further planning refinements that have directly informed the compilation of the budget:

Developmental priority	Outcome	Role of EMLM	Output
Spatial Rationale	Outcome 8 &9	<ul style="list-style-type: none">Provide land for human settlementZoning and rezoning of landPrevent land invasions	More efficient land utilization and release state land.
Access to basic service delivery	Outcome 6	<ul style="list-style-type: none">Provision of electricityRoads and storm water control	Reliable infrastructure services
Local Economic Development	Outcome 7,4 &11	<ul style="list-style-type: none">Creation of jobsSupport to emerging businesses (SMME”s)Promote tourism	Improved employment and municipal economy

Financial sound management	Outcome 9 &12	<ul style="list-style-type: none">Financial management and planningComply with legal financial requirementsRevenue enhancement	Sound financial management
Good Governance and public participation	Outcome 9	<ul style="list-style-type: none">Community participationsIntergovernmental relations	Full participation of all structures and communities
Organizational Development	Outcome 9	<ul style="list-style-type: none">Human resource development and managementOrganizational structure developmentExecutive and Council support	Vibrant institution

Social services	Outcome 1 , 2 &10	<ul style="list-style-type: none">Education support and co-ordinationFacilitation of health servicesCommunity development services	Improved community services
-----------------	-------------------	--	-----------------------------

In order to ensure integrated and focused service delivery between all spheres of government it was important for the Municipality to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

In line with the MSA, the IDP constitutes a single, inclusive strategic plan for the Municipality. The five-year programme responds to the development challenges and opportunities faced by the municipality by identifying the key performance areas to achieve the developmental priorities mentioned above.

2.1.4 Measurable performance objectives and indicators

Performance Management is a system intended to manage and monitor service delivery progress against the identified strategic objectives and priorities. In accordance with legislative requirements and good business practices as informed by the National Framework for Managing Programme Performance Information, the Municipality has developed and implemented a performance management system of which system is constantly refined as the integrated planning process unfolds. The Municipality targets, monitors, assesses and reviews organisational performance which in turn is directly linked to individual employee’s performance.

At any given time within government, information from multiple years is being considered; plans and budgets for next year; implementation for the current year; and reporting on last year's performance. Although performance information is reported publicly during the last stage, the performance information process begins when policies are being developed, and continues through each of the planning, budgeting, implementation and reporting stages. The planning, budgeting and reporting cycle can be graphically illustrated as follows:

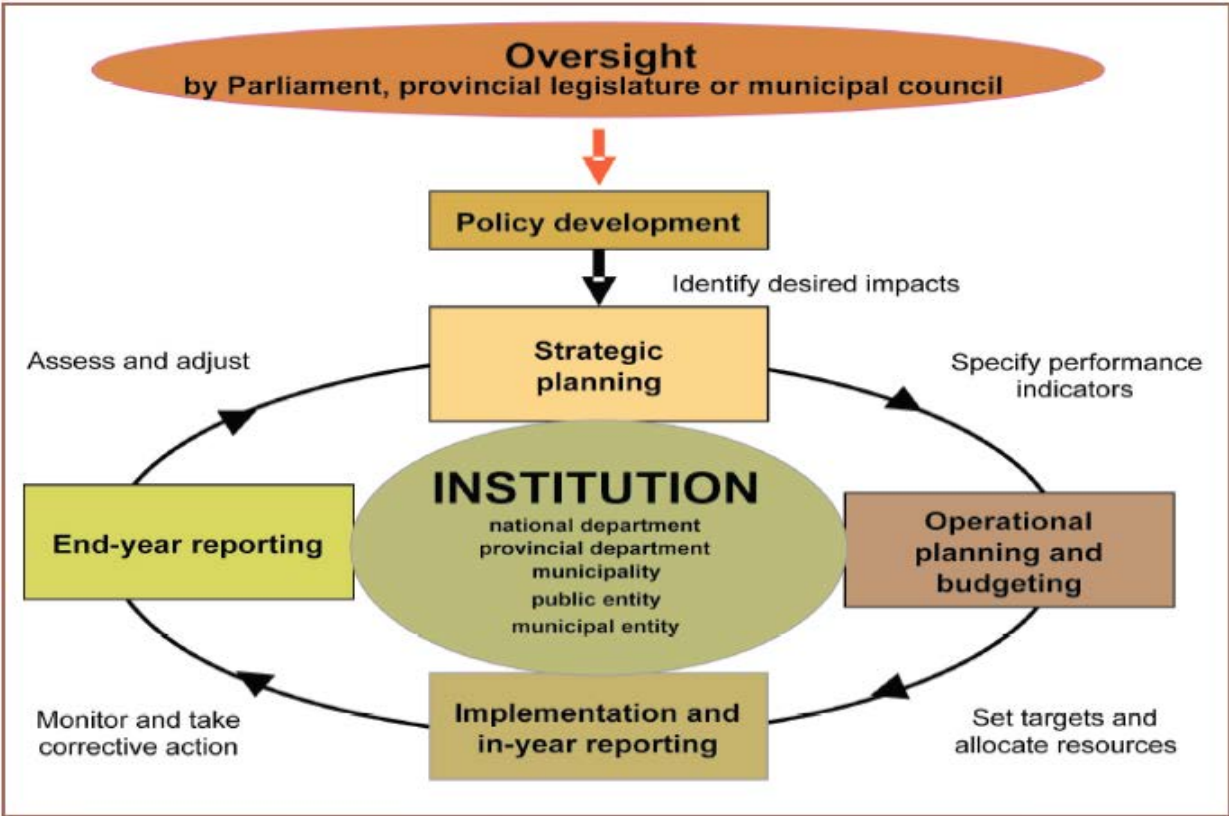


Figure 3 Planning, budgeting and reporting cycle

The performance of the Municipality relates directly to the extent to which it has achieved success in realising its goals and objectives, complied with legislative requirements and meeting stakeholder expectations. The Municipality therefore has adopted one integrated performance management system which encompasses:

- Planning (setting goals, objectives, targets and benchmarks);
- Monitoring (regular monitoring and checking on the progress against plan);
- Measurement (indicators of success);
- Review (identifying areas requiring change and improvement);
- Reporting (what information, to whom, from whom, how often and for what purpose); and
- Improvement (making changes where necessary).

The performance information concepts used by the Municipality in its integrated performance management system are aligned to the **Framework of Managing Programme Performance Information** issued by the National Treasury:

The following table provides the main measurable performance objectives the municipality undertakes to achieve this financial year.

2.1.5 Free Basic Services: basic social services package for indigent households

The social package assists residents that have difficulty in paying for services and are registered as indigent households in terms of the Indigent Policy of the Municipality.

For the 2018/19 financial year registered indigents have been provided for in the budget and the indigent-base is expected to steadily increase in the MTREF period. In terms of the Municipality's indigent policy registered households are entitled to 50 kwh of electricity, free waste removal, as well as special property rates rebates. Special discount on property rates will also be given to pensioners.

Further detail relating to the number of households receiving free basic services, the cost of free basic services, highest level of free basic services as well as the revenue cost associated with the free basic services is contained in MBRR A10 (Basic Service Delivery Measurement) on..

2.1.6 Overview of budget assumptions

External factors

Owing to the economic slowdown, financial resources are limited due to reduced payment levels by consumers. This has resulted in declining cash inflows, which has necessitated restrained expenditure to ensure that cash outflows remain within the affordability parameters of the Municipality's finances.

General inflation outlook and its impact on the municipal activities

There are five key factors that have been taken into consideration in the compilation of the 2018/19 MTREF:

- National Government macro economic targets;
- The general inflationary outlook and the impact on municipality's residents and businesses;
- The impact of municipal cost drivers;
- The increase in prices for bulk electricity; and
- The increase in the cost of remuneration.

Collection rate for revenue services

The base assumption is that tariff and rating increases will increase at a rate slightly higher than CPI over the long term. It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the forecasted term. The rate of revenue collection is budgeted as a percentage (59, 8%) of annual billings. Cash flow is assumed to be 90 per cent of billings, plus an increased collection of arrear debt from the revised collection and credit control policy. The performance of arrear collections will however only be considered a source of additional cash in-flow once the performance has been carefully monitored.

Growth or decline in tax base of the municipality

Debtor’s revenue is assumed to increase at a rate that is influenced by the consumer debtors collection rate, tariff/rate pricing, real growth rate of the municipality, household formation growth rate and the poor household change rate.

Household formation is the key factor in measuring municipal revenue and expenditure growth, as servicing ‘households’ is a greater municipal service factor than servicing individuals. Household formation rates are assumed to convert to household dwellings. In addition the change in the number of poor households influences the net revenue benefit derived from household formation growth, as it assumes that the same costs incurred for servicing the household exist, but that no consumer revenue is derived as the ‘poor household’ limits consumption to the level of free basic services.

Salary increases

In terms of MFMA circular 91, the budgeted salaries and wages increase is awaiting the negotiations that are undergoing and as a result, the CPI was as follows:

- 2018/19 – 7,0%
- 2019/20 – 6,4%
- 2020/21 – 6,5%

Impact of national, provincial and local policies

Integration of service delivery between national, provincial and local government is critical to ensure focussed service delivery and in this regard various measures were implemented to align IDPs, provincial and national strategies around priority spatial interventions. In this regard, the following national priorities form the basis of all integration initiatives:

- Creating jobs;
- Enhancing education and skill development;
- Improving Health services;
- Rural development and agriculture; and
- Fighting crime and corruption.

To achieve these priorities integration mechanisms are in place to ensure integrated planning and execution of various development programs. The focus will be to strengthen the link between policy priorities and expenditure thereby ensuring the achievement of the national, provincial and local objectives.

Ability of the municipality to spend and deliver on the programmes

It is estimated that a spending rate of at least 100% will be achieved on operating expenditure and 100% on the capital programme for the 2018/19 MTREF of which performance has been factored into the cash flow budget.

Table 20 MBRR SA17 – Municipal Borrowing

Borrowing - Categorised by type	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Annuity and Bullet Loans									
Long-Term Loans (non-annuity)									
Local registered stock									
Instalment Credit									
Financial Leases	-	11,520		16,500	19,500	19,500	33,677	15,677	-
PPP liabilities									
Finance Granted By Cap Equipment Supplier									
Marketable Bonds									
Non-Marketable Bonds									
Bankers Acceptances									
Financial derivatives									
Other Securities									
Municipality sub-total	-	11,520	-	16,500	19,500	19,500	33,677	15,677	-

The above table presents the long term portion of borrowing that is mainly for finance lease of municipality’s fleet. The table should be read in conjunction with table A6 Financial position that presents both current portion and non current portion of the finance lease. This lease agreement has the other portion under operating lease of fleet this portion is incorporated in the other expenditure item under table A4 Financial performance.

Table 19 MBRR SA18 - Transfers and grants allocations

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
RECEIPTS:									
Operating Transfers and Grants									
National Government:	170,641	216,641	213,105	226,163	226,163	226,163	240,278	264,940	288,775
Local Government Equitable Share	166,920	212,948	210,385	223,019	223,019	223,019	237,506	262,705	286,108
Finance Management	1,600	1,600	1,625	1,700	1,700	1,700	1,770	2,235	2,667
Municipal Systems Improvement	934	930	-	-	-	-	-	-	-
EPWP Incentive	1,187	1,163	1,095	1,444	1,444	1,444	1,002	-	-
Provincial Government:	-	-	-	-	-	-	-	-	-
N/A	-	-	-	-	-	-	-	-	-
District Municipality:	-	-	-	-	-	-	-	-	-
N/A	-	-	-	-	-	-	-	-	-
Other grant providers:	-	-	-	-	-	-	-	-	-
N/A	-	-	-	-	-	-	-	-	-
Total Operating Transfers and Grants	170,641	216,641	213,105	226,163	226,163	226,163	240,278	264,940	288,775
Capital Transfers and Grants									
National Government:	65,840	63,102	85,419	70,860	91,349	91,349	68,830	72,721	75,734
Municipal Infrastructure Grant (MIG)	62,961	53,102	72,419	55,860	76,160	76,160	53,832	54,921	57,934
Intergrated National Electrification Grant	2,879	10,000	13,000	15,000	15,189	15,189	9,998	12,800	12,800
Energy Efficiency and Demand Side Management							5,000	5,000	5,000
Provincial Government:	-	-	-	-	-	-	-	-	-
N/A	-	-	-	-	-	-	-	-	-
District Municipality:	-	-	-	-	-	-	-	-	-
N/A	-	-	-	-	-	-	-	-	-
Other grant providers:	-	-	-	-	-	-	-	-	-
N/A	-	-	-	-	-	-	-	-	-
Total Capital Transfers and Grants	65,840	63,102	85,419	70,860	91,349	91,349	68,830	72,721	75,734
TOTAL RECEIPTS OF TRANSFERS & GRANTS	236,481	279,743	298,524	297,023	317,512	317,512	309,108	337,661	364,509

The above table presents transfers and grants to be received throughout the MTREF period and in addition, the gazetted allocations for the MTREF show significant increase and note should be taken that the municipality will be receiving the new grant for Energy Efficiency and Demand Side Management and the allocated amount thereof is R5 million across the MTREF period.

The gazetted grants for MTREF period show a constant increase relative to the audited outcomes for 2014/15 to 2016/17 financial years as well as 2017/18 original budget.

Table 19 MBRR SA21 - Transfers and grants expenditure

Description	2014/15	2015/16	2016/17	Current Year 2017/18				2018/19 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Groups of Individuals										
Free Basic Electricity	678	313	708	2,000	2,000	2,000	3,940	2,224	2,344	2,473
Retirement Benefit	953	848	–	1,511	1,511	1,511	848	1,680	1,771	1,868
External Bursaries	200	118	–	213	213	213	184	500	527	556
Total Non-Cash Grants To Groups Of Individuals:	1,832	1,279	708	3,724	3,724	3,724	4,972	4,404	4,642	4,897
TOTAL NON-CASH TRANSFERS AND GRANTS	1,832	1,279	708	3,724	3,724	3,724	4,972	4,404	4,642	4,897
TOTAL TRANSFERS AND GRANTS	1,832	1,279	708	3,724	3,724	3,724	4,972	4,404	4,642	4,897

The above table presents breakdown of what constitute transfers and grants expenditure and the overall budget is made up of the following items:

- Free basic electricity
- Post-retirement benefit
- External Bursaries

Supporting Table 20 MBRR Table SA36–Capital project list

Municipal Vote	Program/Project description	2018/19 Medium Term Revenue & Expenditure Framework			
		Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Renewal, Upgrading, or New
Budget and Treasury	Mobile Office	500	–	–	
Community Services	Fencing of Elandsdoorn Cemeteries	522	–	–	Renewal
	Groblersdal Landfill site	3,000	4,348	11,896	Upgrading
Corporate Services	Air Conditioner	300			New
	Furniture and Office Equipment	400	400	400	New
	Machinery and Equipment	500	500	500	New
	Computer Equipment	500	500	500	New
Technical Services	Electrification of Mabose	–	–	4,651	New
	Electrification of Makaepea	2,870	–	–	New
	Electrification of Masakaneng	2,912	4,783	435	New
	Electrification of Tambo Village - New Town	2,912	6,348	2,036	New
	Electrification of Uitspanning A	–	–	4,009	New
	Electrification of Zuma Park	–	870	–	New
	Installation of high mast light in various villages	–	3,478	13,043	New
	Installation of electrical meters in Groblersdal	1,304		–	New
	Upgrading of Groblersdal substation	870	4,348	8,696	New
	Monsterlus to Makgopheng Road, Kgoshi Mathebe and Kgoshi Malsepe Construction of Access Roads	7,826		–	New
	Mogaung Road	–	5,217	5,217	New
	Mpheleng Road Construction	8,478	–	–	New
	Hlogotlou street and stormwater	–	3,965	–	New
	Moletema Internal Streets	3,478	3,478	–	New
	JJ Zaaiplaas Road	–	9,783	–	New
	Kgoshi Rammupudu Road	–	–	13,913	Renewal
	Laersdrift Road	6,087	13,055	–	Renewal
	Naganeng Bus Route	8,817	–	–	Renewal
	Groblersdal Roads and Streets	1,739	4,348	–	Renewal
	Kgapamadi road	15,602	11,859	–	Renewal
	Nyakoroane Road	1,304	–	–	Renewal
	Development of workshop	4,447	–	–	New
	Ramogwerane to Nkadameng Road and Stormwater	1,500			New
	Tambo Road Construction	–	7,843	–	Renewal
	Upgrading of streets of Elansdoreen			8,047	New
	Upgrading of Tafelkop stadium			11,304	Upgrading
Total Capital Expenditure		75,869	85,123	84,647	

4.4.3. FINANCIAL CHALLENGES

The municipality is currently with the following financial management challenges however, some of these challenges are being addressed.

- Non-compliance with Legislation that results in Irregular, Fruitless and wasteful expenditure
- Loss of revenue due to electricity illegal connection especially in Roosenekal.
- Culture of none payment by consumers in the municipal areas of jurisdiction.
- Insufficient financial resources

4.4.4. AUDITOR GENERAL OPINION

The municipality has developed an audit action plan in response to the raised AG issues as represented below in an extract from the report.

Table 52: Auditor’s General opinion trends

2013/14	2014/15	2015/16	2016/17
Qualified	Qualified	Qualified	Qualified

4.5. KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

4.5.1. INTRODUCTION TO EXECUTIVE AND COUNCIL

The Elias Motsoaledi Local Municipality is a Category B municipality. It has a collective executive system combined with a ward participatory system in terms of the Local Government Municipal Structures Act 117 of 1998.

The municipality has (31) thirty wards with the municipal council comprising of (61) sixty members elected by mixed-member proportional representation. Of the (61) councillors (55) are part-time councillors and (6) are full-time councillors. (31)Thirty councillors were duly elected; one from each Ward, while the remaining (30) thirty were chosen from party lists so that the total number of party representatives is proportional to the number of votes received. By way of the 03rd August 2016, the African National Congress was awarded (41) forty-one seats on the council with (01) one to the Mpumalanga Party, (5) five to the Democratic Alliance and (1) each to the South African Maintenance and Estate beneficiaries Association, and (1) one to the Bolshevik party of South Africa.

All decisions within the municipality are taken through Council through Council resolutions. Council resolutions are recorded in a register referred to as the “Finalisation of Council Resolutions” and circulated to the relevant Directorate for implementation. These forms are then returned to Corporate Services for submission to Council.

4.5.2. POLITICAL GOVERNANCE

A municipal Council is the backbone of good governance and comprises of initiatives to strengthen the institutions of government and civil society with the objective of making government accountable, open and transparent, democratic and participatory, and promotes the rule of law. It is further stated that in promoting governance, a range of societal relationships must be addressed, which includes the relationship between governments and citizens; between politicians and public servants; between the different spheres of government; and between the legislature and the executive (Van Rooyen and Naidoo, 2006).

Councillors are servants of the local communities and are elected to govern the municipal area with the sole purpose of improving the quality of life of communities. The municipal area of EMLM was proclaimed in terms of the Municipal Demarcation Act, 1998 per Provincial Gazette Extraordinary, Notice No. 719 of 2001.

The political structures of the Elias Motsoaledi Local Municipality provide political leadership while the

administration structure is responsible for the day-to-day implementation and management of the municipality and its activities. The Council of EMLM consists of 30 proportionally elected councillors and 30 ward councillors. The Council of the local municipality may designate any of the following office-bearers as full time councillors in terms of section 18(4) of the Municipal Structures Act, 199:

- The Council
- The Mayor
- The Executive Committee
- Speaker
- Section 79 and 80 Committees
- Ward Committees

The Council is the highest policy making structure in the municipality and it also provides political leadership and Council retains both the Executive and Legislative authority. The municipal Council is under the stewardship of the Speaker, while the Mayor leads the Executive Committee. The Office of the Mayor is established in the administration whose responsibility it is to coordinate activities of the Mayor, the Executive Committee and other committees of the Executive.

The Council Executive comprises of the Mayoral Committee, supported by three (3) Mayoral Committee members. In terms of the Municipal Structures Act, section 43, members are elected to the Mayoral Committee by, and are responsible to the Council chaired by the Mayor who has various functions and powers as set out in section 44 of the Act.

To assist the Council and Mayoral Committee to exercise their role and responsibility in overseeing the activities of the municipality, certain committees have been established to perform a monitoring, oversight and report-back role to either the Mayoral Committee or Council directly, determined by the type of committee constituted. These committees report back on either a monthly or quarterly basis.

The following committees were established:

- Executive Committee (EXCO)
 - Municipal Public Accounts Committee (MPAC)
 - Programming committee
 - Corporate services Portfolio committee
 - Infrastructure services Portfolio committee
 - Financial services Portfolio committee
 - Community Services Portfolio committee
 - Development planning Portfolio committee
 - Executive support Portfolio committee

These committees meet on a scheduled basis as per the approved Council resolution pertaining to the “Calendar of Events.”

4.5.3. SECTION 79 PORTFOIO COMMITTEES

In order to enhance good governance and accountability, Municipality adopted the separation of powers model which separates the legislative from the executive arm. This is in line with the governance approach that seeks to put in place an independent oversight mechanism to ensure that democracy is deepened and that effective public service delivery takes place to benefit EMLM communities. Council has established section 79 committees to play an oversight role and monitor the work of the executive and administration. The established Committees are aligned to administrative departments of the municipality and are chaired by non-executive councilors.

The following committees were established:

- Corporate Services
- Infrastructure
- Budget and Treasury
- Community Services
- Executive support
- Planning and LED

4.5.4. MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

As previously noted The EMLM has established a Municipal Public Accounts Committee (MPAC). The main responsibility of MPAC is to provide oversight on operational performance and other related management aspects of the Municipality as delegated by Council. The MPAC can recommend or undertake any investigation in its area of responsibility. The primary function of MPAC was originally to provide comment on the Annual Report through the oversight report, but can be mandated to perform ad-hoc investigations as requested. The Annual oversight report provides guidance to Council on whether to adopt the Annual Report.

4.5.5. WARD COMMITTEES

To further strengthen community engagement the municipality the EMLM has established (30) ward committees in terms of Municipal Structures Act of 1998. Each ward committee comprises of (10) members per ward and thus serve as a vital link between the municipality and the community. All the established committees are functional and submit their reports to the office of the speaker on monthly basis. The effectiveness of these committees is negatively impacted through lack of knowledge on the role and responsibilities and insufficient work resources such as cell phones. Requisite training will be provided through Coghsta to address the former.

4.5.6. COMMUNITY DEVELOPMENT WORKERS

Institutional capacity building will be needed to empower communities to maintain infrastructure, and business training will be required to enable communities to sustain economic initiatives. The system of Community Development Workers could support this initiative extensively and the Elias Motsoaledi Local Municipality should investigate ways and means to implement this concept in the municipal area.

Community participation on the part of Elias Motsoaledi Local Municipality is not a choice, but a constitutional obligation and legal requirement. The Elias Motsoaledi Local Municipality should strive to narrow the current chasm between policy and practice.

Challenges facing Community Development Workers are:

- Lack of office space
- Transport to attend workshops and other important activities
- Non functionality of IGR structures

4.5.7. INTERGOVERNMENTAL COORDINATION AND FORUMS

The municipality takes advantage of the established platforms created to foster relationship between all three spheres of government. The overall aim for consultation with various interest groups and all other key stakeholders is to:

- Create a platform for dialogue where all stakeholders would discuss and agree on the development route
- Ensure that all key sectoral issues are well reflected in the IDP
- Ensure that all projects and programmes of all key stakeholders are well captured within the IDP

To this end, the Municipality has established Intergovernmental Forum between the Municipality and local sector departments to enhance relationship between all three spheres of government.

In terms of Section 16 of the Intergovernmental Relations Framework Act of 2005, the Premier’s intergovernmental forum was established to promote and facilitate sound relations between the Province and Local municipalities. To this end the municipality participates in the following forums:

- Provincial intergovernmental forum
- Premier/Mayor’s forum
- Provincial monitoring and evaluation forum
- Provincial government communicators’ forum

In terms of Section 24 of the above Act, a District is advised to establish certain forums to promote and facilitate sound relations between District and Local municipalities. This forum is chaired by the District mayor and serves as a consultative forum to discuss matters of common interest. The Elias Motsoaledi Local Municipality participates in following Sekhukhune District held structures.

- Municipal managers forum
- Mayors forum
- Communicators forum
- HR forum
- Internal auditors forum
- IDP managers forum
- LED forum
- Provincial Planning and Development forum
- PMS foru

4.5.8. TRADITIONAL LEADERSHIP

The following traditional leaders were identified in terms of Section 81(2) (a) Structures Act, 1998 and published in Provincial Government Notice No. 55 of 2001 to participate in the proceedings of the EMLM municipal Council:

Traditional authorities are playing a vital role as they serve as custodians of some of the Municipal villages. Each Traditional authority has an office where it operates from. The traditional leaders are very co-operative and participating in all programmes that the institution initiates. During community consultations, traditional leaders are invited by the office of the Mayor to consult on developmental issues pertaining the enhancement of cultural values and believes that communities share.

The relationship between Traditional leaders and the municipality is acknowledged. There are only minor challenges on issues regarding spatial and land use.

Table 53: Traditional authorities, their needs and their locations

Tribal authority	Name of chief	Location	Tribal authority needs
Bakwena Traditional authority	Chief B.R. Matsepe Kopa	Ward 25 Tafelkop Ga-Matsepe	Water and Office furniture
Bantwane Traditional authority	Chief M.P. Mathebe	Ward 10 Ntwane	Communication services Fencing of the office Electrification of the office
Ndebele Traditional authority	Chief P.J. Mahlangu Maphepha 2 nd	Ward 19	Tarring of road to the tribal office Construction of Public toilets Fencing of the tribal office Security room Renovation of the office and hall
Bakgaga ba Kopa Traditional authority	Chief B.H. Rammupudu	Ward 26 Tafelkop	Renovation of the Tribal authority offices Office equipment's
Matlala Lehwelere Tribal authority	Chief S.F. Matlala	Ward 14 Ga- Matlala Lehwelere	Tribal authority offices and equipments at Blompoort and Naganeng (INDUNA)
Bantewane Tribal authority	Chief. Mathebe	Ward 3 Kgobokwane village	Tribal authority office and office equipments
Manthole Tribal authority	chairperson P.J. Phetla There is no chief at Manthole tribal authority. The community elect a chair on three cycle.	Ward 24 Ramogwerane	Salaries for the acting chief and the headmen (indunas)
Bantwane Tribal authority	Chief. Mathebe	Ward 3 Kgobokwane village	Tribal authority office and office equipments

Source: EMLM Corporate services

The municipality enjoys a good working relationship with the traditional leadership and attempts will be made to harness this relationship to accolade service delivery. This will include encouraging the traditional leadership to support the planning processes of the municipality in order to limit the allocation of land in ways that hamper coordinated and planned public and private infrastructure investments in the areas under traditional leadership.

4.5.9. ADMINISTRATIVE GOVERNANCE

The administrative part of the EMLM is headed by the Municipal Manager who reports directly to the Mayor and Speaker of Council. There are six fully fledged departments that perform the technical, financial and administrative functions assigned to the municipality, while Strategic Management sits in the office of the Municipal Manager.

There are six fully fledged departments in the municipality. These are:

- Executive support
- Corporate Services
- Infrastructure department
- Development and Planning
- Social Development
- Finance

The current organogram:



Elias Motsoaledi Local Municipality has a staff compliment of 405. The Municipality has within its financial means focused on filling all vacant and budgeted posts prioritising posts which have an impact directly on service delivery. The Municipal Manager as the Accounting Officer is the administrative head of the municipality supported by the directorates as reflected in the following table:

Table 54: Administrative Heads of Departments

Function	Post	Name	Department
Municipal Manager	Filled	Ms R.M Maredi	Office of the Municipal Manager
Senior Manager	Filled	Mr. N. Matumane	Corporate Services
Chief Financial Officer	Filled	Mr. G. Mapheto	Budget & Treasury
Senior Manager	Filled	Mrs R. Makgata	Technical Services
Senior Manager	Filled	Ms.Ellen Kegopotsemang	Community Services
Senior Manager	Filled	Mr.M. Kgware	Executive Support
Senior Manager	Filled	Mr. W.N Phala	Development Planning

4.5.10. CORE DEPARTMENTAL FUNCTIONS

The following table outlines the core functions of each Department.

Table 55: Departmental Core Functions

Department	Core Fuction
Executive support	Strategic Planning IDP development Performance Management, monitoring and evaluation Intergovernmental relations Public participation Communications, marketing and publicity. Special programmes and events Risk and audit functions
Development Planning	Spatial Planning Human settlement Building inspections Property valuation Rural development EPWP coordination Local Economic Development (LED)

Community Services	Traffic Law enforcement (public safety) Environmental management (refuse collection,disposal sites and litter picking and street cleansing Cemeteries,parks and open spaces management Manage drivers and vehicle licensing center. Public facilities (stadia,halls and Thusong centers Coordinate Disaster management and Emergency services Coordinate Sports,Art and recreation and library services
Infrastructure Department	MIG projects management support Infrastructure and capital project management services. Electrical and workshop managemnt services Roads and storm water construction and maintenance Fleet management services
Corporate Services	Human resource management and development Organisational development Records management Bylaws development Legal services ITC Occupational health and safety
Budget and Treasury office	Financial management and planning Revenue collection and management Asset management Expenditure management Supply chain management Liability management Budgeting and financial reporting

4.5.11. MAYORAL OUTREACH PROGRAMMES

Apart from the Ward Committees the only other mechanism in place in the municipal area is the Mayoral Outreach Programme. The Mayoral Committee outreach at the moment does not ensure that communities and beneficiaries ultimately take ownership of infrastructure and assets the Elias Motsoaledi Local Municipality invest in their communities. In establishing partnerships with communities, the municipality need to ensure that participation is formalised and strengthened.

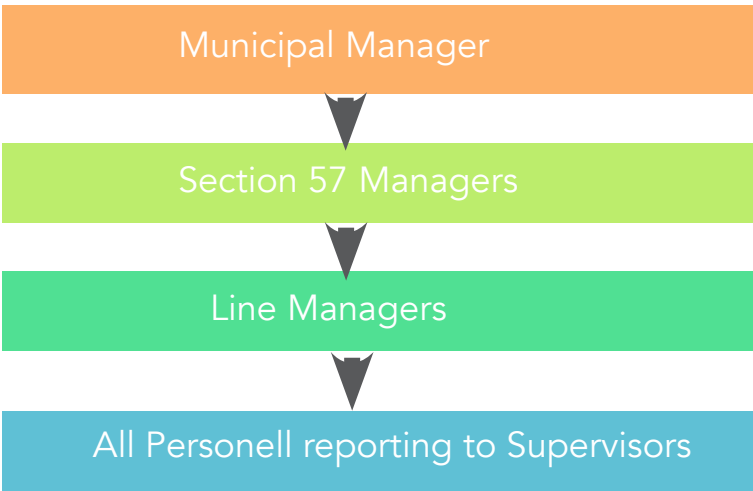
The Elias Motsoaledi Local Municipality will also have to work with existing organised groupings in the community, the Moshate (Magoshii), social movements like NGOs/CBOs, youth and women formations, businesses, farmers (both subsistence and commercial), disabled and many other organised civil society organs.

4.5.12. COMMUNICATION

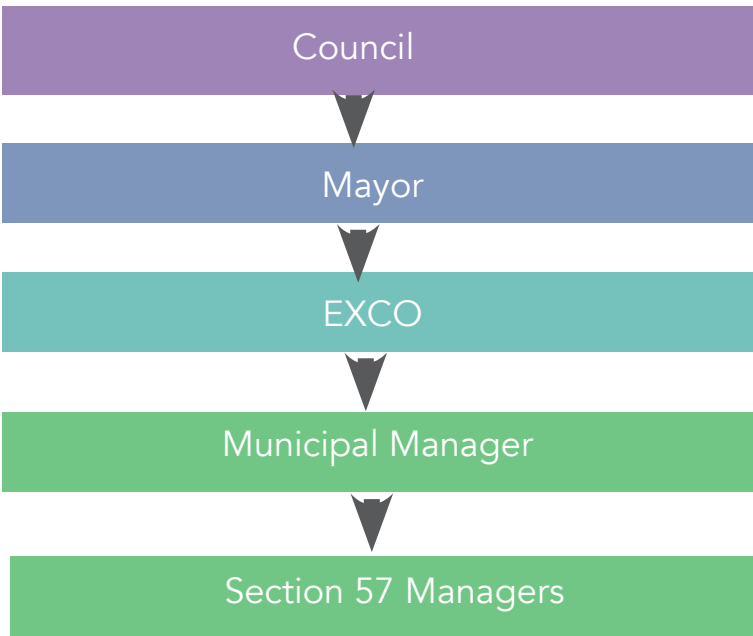
The municipality has established a fully functional communication unit. A communication strategy was developed to guide the communication internally and externally. The below diagram indicate systems of communication administratively and politically

Figure 20: Communication system

Administrative



Political



4.5.12.1. COMMUNITY PARTICIPATION

The medium for communication includes Municipal newsletters, Annual Report, local and National Newspapers, Ward committee system, Community Development workers (CDW's), as well as loud-hailing. The Elias Motsoaledi Local Municipality has been incrementally increasing public participation, however there is a need to increase the number of residents and communities.

The present reliance on the intermitted and often fragmented processes of consultation and participation orchestrated through IDPs and budgeting processes are inadequate. The municipality would be revising its public participation and communication strategies. The municipality would further enhance existing IGR structures to improve public participation.

The municipality sustained a good relationship with its internal and external stakeholders. Traditional leaders participate in the council meetings and also take part in the IDP consultation process through the office of the Mayor. Other structures that participate in the IDP development are as follows:

- SANCO
- CPF (Community Policing Forum)
- NGO's and CBO's
- Farmers associations
- Taxi associations
- CDW's (Community Development Workers)
- NAFCOC
- ESKOM
- Sector departments and the District municipality
- Local youth Council
- Traditional leaders
- Traditional healers
- Moral Regeneration Charter
- Early Childhood Development Centres
- The Aged centres
- Women Caucus
- Local Aids Council
- Disability forum
- Provincial and National sector departments

4.5.12.2. COMMUNITY PARTICIPATION CHALLENGES

- Lack of budget for communications
- Shortage of communication personnel
- Lack of working resources- branding material
- Capacity building
- No enough coverage of municipal good news- units do not submit for both newsletter,website, print media in general

4.5.13. AUDIT

The municipality has not achieved the clean audit as expected; Audit opinion expressed was a “Qualified Opinion” however, the AG’s report indicated an improvement compared to the previous 2012/13 financial year. The institution is working hard to achieve the 2014 clean audit target. The municipality has appointed an audit committee to assist and guide the institution in running its affairs.

4.5.13.1. Audit Action Plan

Audit action Plan has been developed to deal with issues raised by the Auditor General.

4.5.14. Risk management

The municipality established a risk management unit which is located in the municipal manager’s office. The unit deals specifically with institutional risk management related matters. Risk management committee has been established is functional.The municipality developed a risk management strategy that responds to risk related matters. The strategy is effectively used and implemented.

4.5.15. Anti-corruption

Anti- corruption strategy was developed to ensure that the institution adheres to compliance related legislations. The main challenge with the strategy is that it is no used effectively.

4.5.16. Audit committee and Audit charter

The municipality established an audit committee which meets quarterly. An external and internal audit charter were developed.

4.5.17. Supply chain management committee

The municipality established supply chain management committees as required by the applicable legislation. The commitees perform their duties as stipulated in the approved supply chain management policies.

4.6. KPA 6: Municipal Transformation and Organisational development

4.6.1 OVERVIEW

The Constitution recognises a Municipality’s right to govern on its own initiative, the affairs of its Community, subject to the National and Provincial Legislation as provided for in the Constitution. It also emphasises the responsibility of Municipalities to utilise this Constitutional space prudently and in the interest of development locally. Municipalities must provide democratic and accountable government without favour or prejudice. They must furthermore use their Constitutional space by exercising their Legislative and Executive Authority, and use the resources of the Municipality in the best interest of the Municipality and communities therein.

Human capital refers to the stock of skills and knowledge embodied in the ability to perform labour so as to produce economic value optimising Human Capital within the context of EMLM this relates to the development of skills and improvement of knowledge of employees through education and gaining relevant experience.

4.6.2 EMPLOYMENT EQUITY

The institution has improved its employment equity as required by legislation. There are two females in top management positions out of five filled positions.

4.6.3 INSTITUTIONAL POLICIES

EMLM has approved a number of municipal policies geared at assisting the municipal organisation to administer its affairs in a manner that complies with legislation and implement the developmental mandate of the municipality. The municipality continues to review and amend its policies to reflect changing legislative framework and policy environment. EMLM has approved the following institutional policies:

Table 56: Approved Institutional Policies

Approved EMLM Institutional Policies			
Annual Leave	Anti- Corruption	Community Participation	Employment Equity
Conflict Of Interest	Debt/Credit Control	Delegation Of Powers	Grievance Policy And Procedure
Disciplinary Policy And Procedure	Electronic Communications: E/ Mail/Internet	Employee And Political Office Bearers Code Of Conduct (Rules & Regulations	HIV/AIDS
Municipal Rates	Placement	Key Control	Policy On Advertisement
Exit Interviews (Guidelines & Regulations)	Family Responsibility Leave	Performance Management Policy and Guidelines	Policy On Appointment Of Fulltime Councillors
Harassment	Health, Safety & Reporting Policy & Procedure	Policy On Acting Allowance For Officials Of The EMLM	Ward Committees & Community Participation

Approved EMLM Institutional Policies			
Indigent	Investment	Rendering Of A Security Service	Policy On Experiential Training
Maternity Leave	Mayoral Vehicle	Sick Leave	Attendance Of Conferences, Workshops, Meetings, Training, Etc- Delegates Representing The Greater Groblersdal Municipality
Official Housing	Overtime	Tariff	
Public Holiday	Recruitment Selection & Appointment	Property Rates	Supply Chain Management
Smoking	Training	Travel & Subsistence	Fixed Asset Management

The municipality has as organisational structure that was approved by council wherein more than 50% of the vacant posts were filled. The following policies and plans were developed and approved by council viz:

- Work Skills Plan (WSP)
- Performance Management Framework
- Travelling and subsistence allowance Policy
- IT policy
- Anti- corruption Policy

Employees were enrolled to participate in various courses that will enhance and improve their skills in order to effectively execute their daily duties.

4.6.4 INSTITUTIONAL PLAN

The municipality has developed a plan that will guide institutional activities in all the departments. The table below illustrates amongst others issues that the municipality will focus on in ensuring organisational development and sustainability.

Table 57: Institutional Plans

Employment equity plan	The municipality developed employment equity policy that complies with the Labour Relations Act
Retention of staff	Retention policy was developed and approved by council in order to ensure the retention of skilled personnel within the institution
Placement of staff	The municipality developed a placement policy including a committee that comprises of labour movements and management including the political component.
Recruitment of staff	Recruitment and selection policy is in place to guide the institution on issues of new employees' recruitment. There is an approved organisational structure that indicates filled and vacant posts.
Management of assets	Asset management policy is developed and approved by council
Establishment of committees	The municipality established committees that will deal with both administrative and political issues. Amongst others the committees established are Section 79 and 80 committees that will play an oversight role

4.6.5 SKILLS PROFILE

The municipality conducted a skills audit in the previous financial year. The main objective was to determine which skills the municipality still needs to improve on. Employees were enrolled in various courses depending on their specific developmental/competency needs.

Table 58: The number of personnel and trainings offered

Training courses	Number of personnel
Municipal finance management	14
Occupational health and safety management	13
Fraud investigation	2
Professional development certificate practitiona	1
High certificate on ODETD	1
Asset management	3
Investigation of cyber crime	1
Population Environment Development for IDP	2
CPMD	3
Municipal Performance Management	1
Operators	21
Customer care	30
Computer literacy	25
Traffic examiners	2

4.6.6 SKILLS REQUIRED

The municipality has embarked on a process of training employees as required by their specific developmental/competency needs. The training that the municipality offered during the 2013/14 financial year are those of financial management, computer literacy and ABET (Adult Basic Education and Training).

The municipality encounters major financial challenges to meet the skills training required by both councillors and officials.

4.6.7 LABOUR RELATIONS

It is upon the institution to ensure that it complies with labour standards set out in the Labour Relations Act 66 of 1995. The municipality has employed personnel from diverse cultures and religions. It remains essential for the institution to treat its employees equally as one family not withstanding its core functions and responsibilities.

4.6.8 INFORMATION TECHNOLOGY

There's a great improvement with regard to IT functions in the municipality. An IT Unit is well established and functional. The unit also has intern officials who rotate within all offices of the municipality on a daily basis to ensure that the municipality at large does not experience technological breakdown. The unit has been involved in the process to reduce the manual system from 90% to 20%.

There are still a few challenges with regards to Information technology. The municipality intends to construct a server room that will serve as a backup should the existing server breaks down. However, the institution does not have sufficient financial resources to implement the Programme.

4.6.9 CUSTOMER SATISFACTION AND COMPLAINS MANAGEMENT SYSTEM

The municipality has employed an official to deal with issues that are raised in communities. A help desk has be established for communities to submit their complaints with regard to the level of service that the municipality provides. Complaints are directed to relevant departments through the office of the municipal manager and responses are given to the complainant

4.6.10 OCCUPATIONAL HEALTH AND SAFETY

The occupational health and safety functions are located in the corporate services department. The unit is mainly dealing with the following:

Table 59: Issues dealt with by Occupational Health and Safety Unit

Function	Description
Employee support Programme	Employees of the municipality differ in character and behaviour. Some of the employees have challenges at work whilst other have family problems. The OHS unit gives support to such employees by either providing counselling or sending the affected employees to the recognised victims support centers.
Employee wellness	It remains the responsibility of the municipality to ensure that employees are medically well and fit. The OHS unit work in partnership with the department of health and labour in ensuring that safety and medical services are accessible to all employees.
Safety workshops	The institution takes safety matters of employees as a fundamental priority. Employees are being taken through training workshops that relates to their respective types of work in order to promote safety measures.
Institutional safety	EMLM is working closely with the department of labour in ensuring that the institution complies with safety legislations and regulations

4.6.11 BY-LAWS

Table 60: Approved Bylaws

By-laws	Status	Date of Approval	Council Resolution
Parking Area Draft Bylaw	Approved	12-06-2007	C07/016
Draft Management, Maintenance and Control of Taxi Rank Facilities Bylaw	Approved	11-04-2007	C07/009
Credit Control Draft Bylaw	Approved	12-06-2007	C07/015
Parking Area Draft Bylaw	Approved	12-06-2007	C07/016
Street Vending Bylaw	Approved	11-04-2007	C07/017
Standard Building Regulation and Miscellaneous Bylaw	Approved	11-04-2007	C07/011
Draft Building Regulation Bylaw	Approved	14-10-2008	C08/013
Draft EMLM Rates and Taxes	Approved	14-10-2008	C08/025
Draft EMLM Advertising and Hoarding Bylaws	Approved	14-10-2008	C08/027
SPLUMA bylaw	Approved		

The IDP for the 2017-2018 financial years commits to develop various key municipal by-laws to create the necessary regulatory framework to improve governance.

At the local level the EMLM should focus on ensuring the effective enforcement of bylaws including traffic violations, whistle-blowing on corruption and fraud, and encourage the participation of council and residents in Community Policing Forums and other initiatives aimed at eliminating crime. In addition, a new strategy for overall bylaw enforcement would be developed. The bylaw enforcement coordination would ensure that municipal bylaws are implemented in a coordinated and coherent manner and appropriate resources are identified for such implementation.

4.7. TRANSVERSAL/SPECIAL PROGRAMMES (OFFICE OF THE MAYOR)

4.7.1 YOUTH AND THE AGED

The municipality has established a youth desk in the office of the Mayor. The desk will solely focus on youth development and also ensuring greater involvement of the young people in economic activities. A youth council was established and is currently functional. Amongst other responsibilities the council does the following:

- Organise and coordinate youth programmes within the municipality
- Initiate and run youth developmental programmes
- Organise seminars and educational workshops on various issues such as health, career guidance, business management etc.
- Network with National and Provincial and District agencies aimed at youth development
- The office of the Mayor is giving support to the old aged homes in Motetema and Moutse

Challenges facing the youth and the aged are:

- The youth are faced with a huge challenge of unemployment
- Inadequate educational facilities/institutions such as technikons, FET colleges and Universities
- Poverty alleviation programmes for the youth
- Pension pay-points for the aged
- Inadequate old aged homes for the elders

4.7.2 TRADITIONAL HEALERS

The traditional healers’ organisation has been established with the assistance of the office of the mayor. The relationship between the municipality and the traditional healers is gradually growing however; there are still issues that the municipality needs to engage the traditional healers on in order to improve their operating conditions. Currently, the participation of traditional healers in the Mayoral programmes is satisfying. Traditional healers are in need of a land to erect clinic.

4. 7.3 WOMEN CAUCUS

Women across the municipality are faced with a number challenges that needs the attention of government and the society to act on and ensure better living of women. The municipality, through the Office of the Mayor, established a Women Caucus Forum that will pay attention to issues of women. The role of the forum is to establish and co-ordinate programmes and also deal with problematic issues that impacts negatively on women.

4.7.4 THE DISABLED

While there is limited information on employment rates for the disabled, low literacy, low employment rates and widespread social stigma are making it difficult for disabled people to participate in economic activities in the municipal area.

It is vital the municipality and other governmental agencies should create conditions for the disabled to access educational and employment opportunities. In addition, the municipality endeavours to facilitate:

- interventions that will include deepening preventative health programs
- screen all children at a young age
- empower disabled young adults with employable skills
- encourage the private sector to employ people with disabilities
- ensure full integration by overcoming stigma
- promote newer thinking and better coordination of programs
- improve the measurement of disability to ensure that the scale of disability is better understood.

In addition, the public participation processes in the municipality should actively encourage persons with disabilities to be visible and active participants in the development process.

Statistics South Africa/Census 2011 Community Profiles

Disability_Small_Areas

Table 1

Seeing by Geography for Person weighted

Different types of dissabilities	Some difficulty	A lot of difficulty	Cannot do at all	Total
Self Care	6224	2306	9348	17878
Seeing	18000	3437	724	22161
Hearing	7059	1492	722	9273
Remembering and concetration	9030	3359	2678	15067
Walking or Climbing	6998	2505	2140	11643
Communication	4334	1487	2022	7843
Total	51645	14586	17634	83865

Table 61: Persons with Disabilities in EMLM

Gender by Hearing for Person weighted, LIM472: Elias Motsoaledi

	No difficulty	Some difficulty	A lot of difficulty	Cannot do at all	Do not know	Cannot yet be determined	Unspecified	Not applicable
Male	101612	2681	538	347	168	6262	3221	661
Female	117723	4378	954	375	135	5969	3542	767

Source: Stats SA Census 2011

Remembering / Concentrating by Self Care by Gender for Person weighted

	Male	Female
No difficulty	12292	14565
Some difficulty	1793	2044
A lot of difficulty	1807	1832
Cannot do at all	136238	133965
Do not know	3140	3204
Cannot yet be determined	12515	12134
Unspecified	1991	2096

Source: Stats SA Census 2011

Communication for Person weighted, LIM472: Elias Motsoaledi

	No difficulty	Some difficulty	A lot of difficulty	Cannot do at all	Do not know	Cannot yet be determined	Unspecified	Not applicable
Male	100621	2077	738	1044	352	6501	3495	661
Female	118553	2257	749	978	302	6310	3927	767

Source: Stats SA Census 2011

The disabled persons of the municipality organised themselves and formulated a forum through engagement with the Mayor’s office. The forum is responsible for coordinating the needs of the disabled with regard to their educational needs. Unemployment and business development and their daily well-being.

Challenges facing the disabled are:

- Unemployment
- Poverty alleviation programmes
- Funding for programmes initiated by the disabled

4.7.5 MORAL REGENERATION CHARTER

There is a global observation that people have gone astray from their cultural norms and values, religion and believes. The municipality has in conjunction with the traditional healers, various church ministries and traditional leaders established a moral regeneration charter that will ensure that the history and culture of the society is conserved. The role of the forum is to establish village base structures that will assist making co-ordination much easier. The office of the Mayor will play a major role by developing programmes that will realise the objectives of the forum

Identified special groups needs are:

- Transport to attend meetings
- Skills development programme
- Employment opportunities that will help meet 2% target
- Brail machine for the visual impairment (Disabled group)
- Stationary for all special schools and centres
- Provision of water and electricity in needy centres
- Financial assistance to the youth
- HIV/AIDS council co-ordination
- Old-aged centre requires a building

4.7.6 EARLY CHILD DEVELOPMENT (ECD)

Centres for early child development have been established in most of the villages. Some of these centres get

support from the Social Development department whilst others depend on contributions by beneficiaries. The office of the Mayor is constantly meeting with representatives of these centres with an aim to give support where necessary. The municipality has to develop programmes that will help alleviate challenges the ECD centres are faced with.

Challenges facing ECDs are:

- Lack of proper learning centers
- Funding
- Inadequate support by National, Provincial and both local and district municipalities

4.7.7 CHILDREN’S RIGHTS

The municipality was chosen along with two (2) otherstoparticipateinasponsored programme conducted by Save the Children South Africa (Scsa) for the purpose of mainstreaming children’s rights into local government. The project aimed to address the absence of municipal action plans for children or child rights strategy, absence of a dedicated budget for children’s issues, minimal participation of children in decisions that affect them; lack of coordination forums for children’s issues, and no policy for children’s issues.

All three municipalities have now developed municipal action plans for children which will service as a guide to mainstream children’s and prioritise children’s issues within the integrate development plans and budget. A focal point to this initiative is the establishment of Ward-based children’s committees to create a platform for children to participate in Municipal decision-making processes.

South Africa is a signatory to the United Nations Convention on the Rights of the Child (UNCRC) following the inception of the democratic dispensation and has ratified the Convention in 1995. At national level, the South African Constitution is the supreme law. Chapter 2 (Bill of Rights) of the Constitution, is specifically dedicated to human rights, including the rights of children. The whole Bill of Rights applies to children and adults alike. Section 28(2) of the Constitution applies across all government departments and related entities in ensuring that “a child’s best interests are of paramount importance in every matter concerning the child”.

Though the pilot was limited to three Municipalities, SCSA in partnership with SALGA organised a National Workshop for all the SALGA Provincial Offices. One of the key output of this workshop was the development of the Action Plan to guide SALGA Provincial Offices on how to support other Municipalities to start to prioritise children’s rights within their respective budgets and plans.

4.7.8 TRADITIONAL HEALERS

A formation of traditional healers was established in the office of the Mayor to serve the aspirations and interests of the traditional healers. As a forum, traditional healers submitted the following needs:

- Clinics
- Offices
- Fencing of sites
- Heritage site
- Refurbishment of Moutse show ground



CHAPTER 5

CHAPTER 5

5.1 ELIAS MOTSOLEDI LM, DEVELOPMENT PRIORITIES, OBJECTIVES, STRATEGIES, KPI PER KPA AND PROJECTS.

5.1.1. OVERVIEW

The municipality held its Strategic Planning Workshop during the period of the 18th -19th January 2018 inclusive was to review the current 2017/18 IDP and align the proposed 2018/19 IDP taking cognisance of both the 2016/17 Annual and 2017/18 mid-year performances assessment as well as other influencing factors. The purpose of this process was to review and re-align the current strategies to assist the institution in dealing with various service delivery challenges and other related factors. Based on the evaluation of all the relevant analysis input the EMLM has developed the following strategies contained within their developmental programmes. This will ensure that all challenges have been prioritized and will be addressed through the appropriate allocation of resources.

According to Section 53 of the Constitution a municipality must structure and manage its administration and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community, and participate in national and provincial development programmes.

The above implies that local government must comply with the national strategic plan that defines the framework for detailed planning and action across all spheres of government. Strategic priority areas identified by national and provincial government will therefore guide the strategic priority areas identified by municipalities to build a developmental government that is efficient, effective and responsive; to strengthen accountability and to strive for accountable and clean government; to accelerating service delivery and supporting the vulnerable; and to foster partnerships, social cohesion and community mobilisation.

Municipalities in South Africa use integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sustainable long-term development. An Integrated Development Plan (IDP) is a strategic plan for an area that gives an overall framework for development. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those involved in the development of a municipal area. The IDP enables municipalities to use scarce resources most effectively and efficiently to speed up delivery.

The focus of the Elias Motsoaledi Local Municipality is on shaping the future of the municipality to become, as the vision statement reflects "Thé agro-economical and ecotourism heartland." In this journey the municipality is intent on aligning its goals and strategies to that of the National Development Plan – Vision 2030 (NDP) as well as other relevant National and Provincial strategies. The NDP prioritises, that closely link to Elias Motsoaledi, focus on:

- An economy that will create more jobs;
- Improving infrastructure and transition to a low-carbon economy;
- An inclusive and integrated rural economy;

- Reversing the spatial effects of apartheid;
- Improving the Quality of Education;
- Training and Innovation;
- Quality Health Care for all;
- Social Protection;
- Building Safer Communities;
- Reforming the Public Service, and
- Fighting Corruption and transforming society and uniting the country.

The strategies of the municipality, which are linked to programmes and projects must therefore focus on and be aligned to these priorities.

In most organisations, strategic planning is conducted to define the strategy or direction of the organisation and thus make decisions on resource allocations to pursue the vision of that organisation. The Green Paper on National Strategic Planning (2009) [this green paper lead to the development of the NDP] states that strategic planning in government organisations is imperative to ensure growth and development, strengthening of institutions, nation building and the establishment of a developmental state. The main outputs of [strategic] planning include a long-term vision, a five-year strategic framework, annual programme of action and spatial perspectives that will ensure ongoing leadership in the management of major social dynamic and key drivers of social development.

To achieve the aim of strategic planning, it should encompass a set of concepts, procedures and tools designed to assist leaders and managers with achieving set goals and objectives through the application of strategies with clear plans of action that are measurable. Therefore, this strategic plan sets out the main goals, desired impacts, outcomes, measurements and targets to be achieved, with clear strategies to achieve the vision of the municipality.

The continued focus of the National Government is economic growth and socio-economic transformation through the provision of governance structures to optimise basic service delivery at all spheres of government. In terms of this focus, municipalities are mandated to give effect to the objects of local government as contained in section 152 of the Constitution, namely:

- Democratic and accountable governance;
- Sustainable services;
- Social and economic development;
- Safe and healthy environment; and
- Encourages community involvement.

Moreover, it is the National Government’s priority area, to ensure a better life for all by providing basic services to all communities, which amongst others includes creating sustainable jobs, poverty alleviation and relevant skills transfer through successful implementation of government programmes and lastly, by encouraging the transformation of community participation and involvement.

It has been shown that where there has been State intervention in the economy through direct public investment in infrastructure, there has been economic growth and more job creation. Therefore, the Elias Motsoaledi Local Municipality seeks to position itself to relate directly to the Millennium Development Goals, National Development Plan, National Outcomes, in particular the outputs from Outcome Nine, and the Provincial Employment Growth and Development Plan (PEGDP).

To this end, the Elias Motsoaledi Local Municipality will continue to focus on, agriculture and tourism as its primary economic core pillars whilst actively pursuing other economic investment opportunities to optimise its socio-economic priorities aimed at improving the lives of all people of Elias Motsoaledi by reducing the unemployment rate within the region.

As a result of the spatial challenges, huge backlogs in service infrastructure and networks in underdeveloped areas exist that requires municipal expenditure far in excess of the revenue currently available. It is therefore necessary that strategies be developed and implemented to counter negative and encourage positive outcomes to ensure that the municipality will be able to deliver on its mandate and achieve its vision.

5.1.2. SWOT ANALYSIS AND CRITICAL SUCCESS FACTORS

A SWOT analysis is often conducted as a major part of a situation analysis. SWOT is an acronym that refers to Strengths, Weaknesses, Opportunities and Threats.

SWOT analysis is one of the most used forms of business analysis. A SWOT examines and assesses the impacts of internal strengths and weaknesses, and external opportunities and threats. An important part of a SWOT analysis involves listing and evaluating the organisation’s strengths, weaknesses, opportunities, and threats. Each of these elements is described:

Strengths: Strengths are those factors that make an organisation more competitive than its marketplace peers. Strengths are attributes that the organisation has as a distinctive advantage or what resources it has that can be leveraged to its benefit. Strengths are, in effect, resources, capabilities and core competencies that the organisation holds that can be used effectively to achieve its strategic objectives.

Weaknesses: A weakness is a limitation, fault, or defect within the organisation that will keep it from achieving its objectives; it is what an organisation does poorly or where it has inferior capabilities or resources as compared to other organisations.

Opportunities: Opportunities include any favourable current prospective situation in the organisation’s environment, such as a trend, market, change or overlooked need that supports the demand for a product or service and permits the organisation to enhance its competitive position.

Threats: A threat includes any unfavourable situation, trend or impending change in an organisation’s environment that is currently or potentially damaging or threatening to its ability to compete. It may be a barrier, constraint, or anything that might inflict problems, damages, harm or injury to the organisation.

Critical success factor (CSF) as defined by Wikipedia, is the term for an element that is necessary for an organization or project to achieve its mission. It is a critical factor or activity required for ensuring the success of a company or an organization.

The table below outline the elements of the SWOT for the municipality conducted during the Strategic Planning Workshop during the period of the 18th -19th January 2018.

Table 62: SWOT Analysis

Strengths	Functional machinery and plant for road maintenance Functional political structure MFMA calendar compliance Strategic location - access to the major cities Provincial nodal point (socio-economic development) Senior Critical positions filled 100% MIG spending Two licensed electricity areas
Weaknesses	Reporting systems and standards Integrated costed long term planning Monitoring and implementation of plans (Management of service providers) Revenue collection and limited base Review and enforcement of policies, by-laws and procedures Internal controls Staff and councillors skills and capacity Insufficient resources (funding, office space, human resources) Critical vacancies at management level Ageing infrastructure Landfill site licenses Land Use Management and rewied SDF Risk management and implementation of audit plan Lack of infrastructure maintenance plan Lack of sector and master plans Lack of documented and implementable procurement plan Lack of Local Economic Development strategy Poor security environment Poor information or document management Alignment between IDP, Budget and SDBIP Poor (interdepartmental) communication Overreliance on grants Lack of Quality management system Misuse of Council resources Backlog on infrastructure services Control of business licenses

Opportunities	Increased MIG funding Tourism and recreational activities related to De Hoop and Loskop dam Upgrading of strategic roads (R25 and N11) Availability of mineral resources (platinum and iron ore) Regional mall and proposed Groblersdal town establishment Climate conducive for agriculture and tourism (Agriculture hub of SA) Available land owned by municipality Extension of electricity licence Agri-eco tourism Moloto corridor related activities External technical support from other stakeholders Safe and secure CBD Existing airstrip
Threats	Community unrest / service delivery protest by communities Non-paying culture by residents Immigration of labour and illegal migrants Xenophobia Crime levels Substance abuse and drugs Increasing indigents High rate of poverty, unemployment and illiteracy Chronic diseases (HIV and Aids, HAST, diabetes, high bloods pressure) Land invasion and mushrooming of informal settlements Vandalism and illegal electrical connections Drought and climate changes Disaster vulnerability Malicious vandalism of government assets Theft of municipal assets Inflation / Currency increase on materials Infrastructure to accommodate influx of trucks Support and buy-in of traditional leaders with regard to land management issues Environmental management and pollution Reliance on Eskom Electricity

The SWOT analysis was taken into consideration when reviewing the strategic goals and developing strategies for programmes to ensure that challenges identified in the SWOT analysis were addressed.

5.1.3 STRATEGY MAP

A strategy map creates a picture of the strategic intent of the municipality. It depicts the outcome orientated goals in support of the strategy in terms of different perspectives based upon the Balanced Scorecard (BSC) methodology as developed by Kaplan and Norton, namely the learning and growth perspective, institutional perspective, the financial and the customer perspectives as articulated as a measurement system. This step in strategy formulation acts as the integration of strategy and operational planning.

Strategy is about those broad priorities that are to be pursued in order to achieve the vision and mission. Once the high level strategic goals are developed, the BSC serves as the device for effective translation and implementation of manageable strategic objectives, outcomes, programmes and developmental strategies. The Strategy map of Elias Motsoaledi Local Municipality is articulated in the diagram below and clearly indicates two different strategies - growth and excellence:

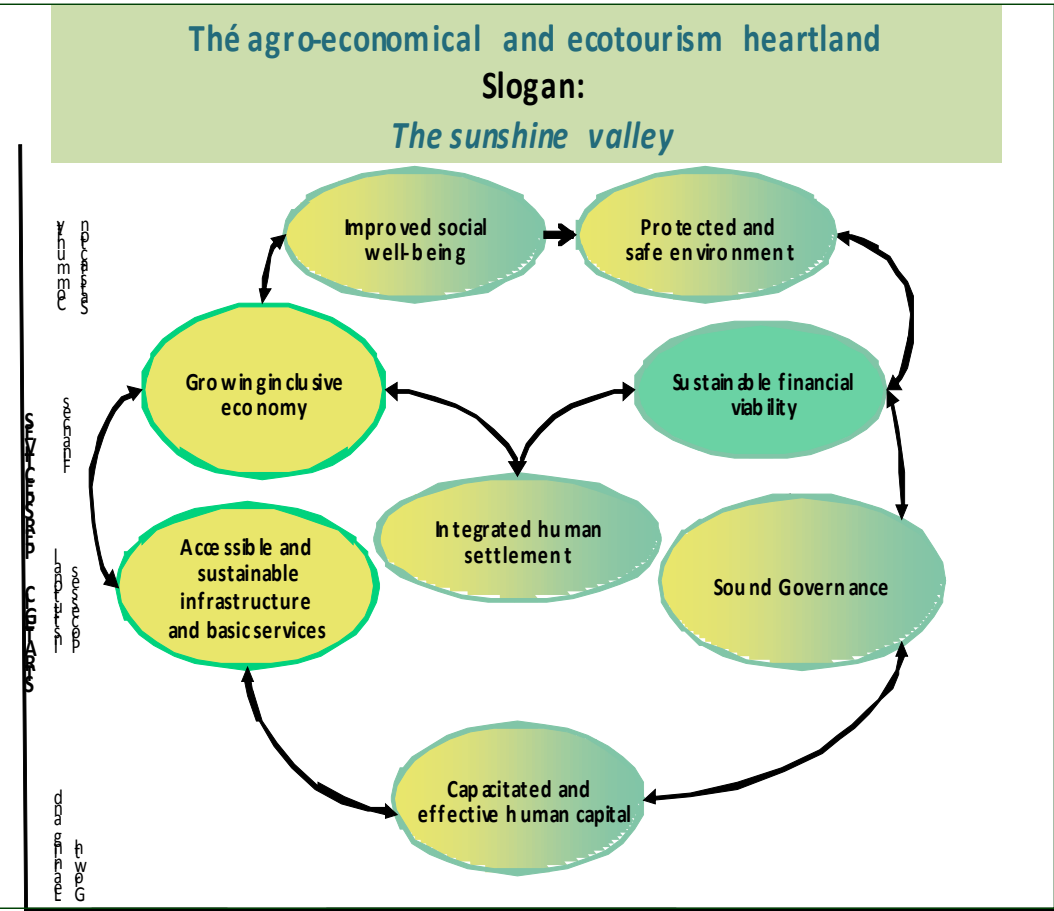


Figure 21: Strategy Map

The above-mentioned outcome orientated goals are aligned to developmental objectives that were developed by the municipality, and are depicted in the table below:

Table 63: Outcome Oriented Goals

STRATEGIC OBJECTIVES	OUTCOME ORIENTATED GOALS
To promote integrated human settlements	Integrated Human Settlement
To provide for basic service delivery and sustainable infrastructural development	Accessible And Sustainable Infrastructure And Basic Services
To promote conducive environment for economic growth and development	Growing Inclusive Economy
To improve sound and sustainable municipal financial management	Sustainable Financial Viability
To enhance good governance and public participation	Sound Governance
To build capable, responsive, accountable, effective, efficient municipal institutions and administration	Capacitated And Effective Human Capital

Taking into account the agricultural and tourism environment of the municipal area, an outcome orientated goal was added to ensure that the protection of the environment is addressed.

The municipality must ensure that it aligns its goals with the National and Provincial goals and priorities. The table underneath indicates the EMLM outcome orientated goals' alignment to Local Government Key Performance Areas

Table 64: KPA Alignment

CoGHTA Key Performance Areas	EMLM Outcome Orientated Goals
KPA 1: Spatial Rationale	Integrated human settlement
KPA 2: Service Delivery and Infrastructure	Improved social well-being
	Protected and safe environment
	Accessible and sustainable infrastructure and basic services
KPA 3: Financial Viability	Sustainable financial viability
KPA 4: Local Economic Development	Growing inclusive economy
KPA 5: Transformation and Organisational Development	Capacitated and effective human capital
KPA 6: Good Governance and Public Participation	Sound governance

The Framework for Strategic Plans and Annual Performance Plans (2010) states that a goal should encompass a statement of the intent that focuses on impacts to be achieved. The goal statement must clearly state ‘what you intend to change (Impact) and what it is that you want to achieve (outcome)’. Strategic objectives equivalent in meaning to high level outputs for each programme clearly state what the municipality intends doing (or producing) to achieve its goals. Strategies devised from the strategic objectives relate to careful plans or methods for achieving particular goals. ‘You cannot manage what you do not measure’ is a well known proverb, therefore indicators and targets were identified to measure the achievement of outcomes and strategies. Proposed projects to be implemented over the next three financial years were identified as well as human resource requirements for the next financial year in order to implement the immediate term strategies. A summary of the developed strategies and their respective purpose statement and outcome is detailed in the following table

Table 65: Strategic Goals, Goal Statements and Outcomes

Ref No	Strategic Goal	Goal Statement	Outcome
1	Improved social well-being	Provision of services for Social, Educational and Recreational needs that are accessible to all communities regardless of age, gender and disadvantaged	Safe, healthy empowered communities. This means ensuring safety of the community, promoting education, health and wellness
2	Protected and safe environment	Enforcement of By –law to protect the environment	Protected environment and ensuring compliance for sustainable eco-tourism and agro-economy. This means eradicating informal settlements, monitoring and managing environment
3	Growing inclusive economy	To ensure municipal economic growth through job creation and investor attraction	Improved economic conditions of the community. This means that the municipality intends to facilitate processes for the creation of a prosperous and poverty free community
4	Sustainable financial viability	Increased revenue generation to ensure sufficient funds are available to invest into projects for the communities. The municipality must be able to pay commitments and have sufficient reserves and investments. The intention is for the municipality to become less grant depended and be in a financial position to fund infrastructure projects from own funds	Increased generation of own revenue and sufficient reserves for investment into communities. Reduced grant dependency

Ref No	Strategic Goal	Goal Statement	Outcome
5	Accessible and sustainable infrastructure and basic services	Implementation of bulk infrastructure to support the provision of basic services to an approved level of standards in a sustainable manner as a core mandate	Satisfied community members. This means the provision of quantitative, good quality, sustainable and affordable infrastructure and services to all community members. (Quality will be prescribed by the specific specifications pertaining to that stage of the project)
6	Integrated Human Settlement	formalized human settlement by 2025 with sustainable basic services	Improved living condition of communities. This means rationally developed and sustainable integrated human settlements
7	Sound Governance	Improved and effective enforcement of internal controls and systems. Increased engagement with relevant sectoral stakeholders and communities. Empowering communities to become actively involved in public participation processes. Improved turnaround time and adherence to service delivery standards	Public confidence through an unqualified audit opinion. This means to be an organisation that practices responsible, accountable, effective and efficient corporate governance
8	Capacitated and effective human capital	To ensure that the municipality has responsive, effective and capable workforce. The municipality must attract and retain skilled personnel. The municipality must provide WSP and skills audit related training in support of the strategic intent of the municipality	Efficient workforce. This means to leverage the municipality's staff capacity to drive efficiency and effectiveness

Elias Motsoaledi Local Municipality's strategic goals are discussed in more detail in the section that follows. The goals are dealt with per Key Performance Area (KPA) and the respective measurements are reflected in the Strategic Scorecard at the end of this section.

STRATEGIC OBJECTIVES AND PROGRAMMES

The Strategic Objectives and Programmes were developed taking cognizance of the vision/mission statements of the municipality and are reflected in the following table.

Table 66: Strategic Objectives and Programmes

KPA	Strategic Goal	Strategic Objective	Programme
KPA 1 Spatial Development Analysis And Rationale	Integrated Human Settlement	To promote intergrated human settlements	Land Use Management
			Spatial Development
			Building Plans Administration

KPA	Strategic Goal	Strategic Objective	Programme
KPA 2 Institutional Development And Municipal Transformation	Capacitated And Effective Human Capital	To build capable, responsive, accountable, effective, efficient municipal institutions and administration	ICT
			Performance Management
			Organisational Development
			Labour Relations
KPA 3: Local Economic Development: Development	Growing Inclusive Economy	To promote conducive environment for economic growth and development	Economic Growth And Development
			extended Public Works Programme (EPWP)
KPA 4: Basic Service Delivery And Infrastructure Development	Accessible And Sustainable Infrastructure And Basic Services	To provide for basic service delivery and sustainable infrastructural development	Electrification
			Water and Sanitation
			Roads and Storm Water
			Waste Management
			Project Management
			Facilities Management
			Fleet Management
			Cemeteries
			Mayoral Programmes
			Transversal Programmes
			Education / Libraries
			Disaster Management
KPA 5: Municipal Financial Viability And Management	Sustainable Financial Viability	To improve sound and sustainable municipal financial management	Legislative Compliance
			Financial Management
			Revenue
			Expenditure
			SCM
			Indigents
KPA 6: Good Governance And Public Participation	Sound Governance	To enhance good governance and public participation	Good Governance and Oversight
			IDP Development
			Legal Services
			Risk Management
			Audit

In planning, it is imperative that the collective do not only address the rest of the current term of office, but should also consider planning for the next political term. The strategic planning session was all about conceptualising the end result and the need to clearly identify the developing strategic purpose and intent by converting the achievements of the Elias Motsoaledi into actions.

The following was achieved during the strategic planning session:

- Re-confirmation and mutual understanding of the Elias Motsoaledi Vision and Mission statements as well as the Values that support these statements
- Unified political and administrative understanding to bring in synergy in service delivery
- Leadership strategy
- Clear mandate to implement
- Identifying an effective measuring mechanism which would indicate a changed approach towards best service delivery and satisfaction

The confirmation of the current developmental strategies will serve to galvanise management in a concerted effort to implement the strategic intent as outlined in this document for the current and forward years of the five year (5) cycle. The Balanced Scorecard approach must enable the municipality to measure financial management, client value proposition, institutional processes (efficiencies and effectivity) and the skills and competency levels of its people. It should contribute to the disbanding of the institutional silos; identifying the integrative programme for service delivery and that the budget should support the initiatives as stipulated through the processes.

5.2. STRATEGIES, PURPOSE AND OUTCOMES PER KEY PERFORMANCE AREA

5.2.1 KPA 1: SPATIAL RATIONALE

Strategic Goal: Integrated Human Settlement

The National Development Plan advocates the following regarding reversing the spatial effects of apartheid and human settlements:

- Increasing urban population density, while improving the liveability of cities by providing parks and other open spaces and ensuring safety
- Providing more reliable and affordable public transport with better coordination across municipalities and between different modes
- Moving jobs and investment towards dense townships that are on the margins of cities. Building new settlements far from places of work should be discouraged, chiefly through planning and zoning regulations responsive to government policy
- Strong and efficient spatial planning system, well integrated across the spheres of government
- Upgrade all informal settlements on suitable well-located land by 2030
- More people living closer to their places of work
- Better quality public transport
- More jobs in or closer to dense, urban townships

The Limpopo provincial strategy mentions the following regarding rural development, food security and land reform:

- Approximately 40% of the households in Limpopo live in areas that are characterized by extreme poverty and underdevelopment.
- Recognizing the diversity of our rural areas, the overall objective is to develop and implement a comprehensive strategy of rural development that will be aimed at improving the quality of life of rural households, enhancing the country's food security through a broader base of agricultural production, and exploiting the varied economic potential that each region of the country enjoys.

National Outcomes 8 and 10 relates to this goal where sustainable human settlements and improved quality of household life are promoted. This goal is cross-cutting with the outcome orientated goal "Protected and safe environment". It is important to take into consideration environmental assets and natural resources that are well protected and continually enhanced in line with the development of integrated human settlement. The outputs relate to the reversion of the spatial effect of apartheid and to ensure a low carbon economy.

This goal responds to the institutional priority issue that relates to integrated developmental planning.

The municipality aims to have formalised human settlements by 2025. This entails the development of residential and business sites, provision of shopping centers, schools, religious institutions and clinics, taking cognisance of flood line areas as well as the development of parks and recreation facilities. The municipality owns land and it should be investigated how best that land can be utilised for integration and upliftment of communities. Further investments and establishment of industries and enterprises should be investigated and established to diversify the economy of the municipal area. The municipality must create an environment conducive for economic growth through investments in socio-economic infrastructure to trigger local economic growth and forge partnerships with stakeholders to invest in the local economy. This also includes the priority of moving people closer to economic activities and opportunities.

The spatial positioning and related possibilities to link with and benefit from other growing economies around the municipal area should be exploited through extensive marketing and branding of the municipality as "Thé agro-economical and ecotourism heartland".

The use of land should continuously be monitored and the land use management scheme must be enforced in order to secure orderly utilisation of land and to prevent disorderly development. For purposes of keeping abreast of the rapid growth of the municipal area, it is imperative that land use and township establishment applications are thoroughly scrutinised and speedily processed.

The development of a credible IDP is the cornerstone for sustainable integrated human settlement; hence the municipality must give effect to the development and implementation thereof to improve service delivery through planning, monitoring, reporting and evaluation of processes on service delivery.

The outcome to be achieved through this goal is improved living conditions of communities. This means rationally developed and sustainable integrated human settlements.

Key projects/ initiatives to achieve this goal are the following:

- Formalisation of informal settlements
- Township establishment
- Provision of infrastructure bulk services

The following programmes are linked to the above strategic goal:

- Spatial Development
- Land Use Management
- Building Plans Administration
- Housing

The following strategies per programme were developed for KPA1 during the Strategic Planning Workshop during the period of the 18 -19th January 2018.

Programme 1: Spatial Development

Programme Description	Spatial planning is an integral component of the IDP process, providing a municipal perspective of spatial challenges and interventions. The different levels of plans seek to guide, direct and facilitate both public and private development, investment and growth within the province and EMLM in a manner that will expand opportunities and contribute towards the visible upliftment of all communities.
Programme Objective Outcome	To provide a systematic integrated spatial development plans by 2019
Short Term Strategies (1-2 Yrs.)	SDF review aligned with SPLUMA
Medium Term Strategies (3-4 Yrs.)	Development of nodal zones
	SDF review and update
Long term Strategies (5 Yrs. +)	Protection of prime and unique agricultural land
	SDF review and update

Programme 2: Land use management

Programme Description	To provide a systematic integrated spatial / land development policy
Programme Objective Outcome	Promote harmonious and compatible land use patterns
Short Term Strategies (1-2 Yrs.)	Sustainable development and densification
Medium Term Strategies (3-4 Yrs.)	Social and economic inclusion
Long term Strategies (5 Yrs. +)	Inclusion of cultural customs and practices of traditional communities in land use management.

Programme 3: Building Plans Administration

Programme/Function	Building Plans Administration
Programme Objective (SMART)	Compliance with National Building Regulations and Building Standard Act 103 Of 1977
Programme Objective Outcome	Increase regularization of built environment
Short Term Strategies (1-2 Yrs.)	Enforce Building control regulations
Medium Term Strategies (3-4 Yrs.)	Enforce Building control regulations
	Sustainable build environment
Long term Strategies (5 Yrs. +)	Enforce Building control regulations
	Sustainable build environment

Key projects / initiatives for successful implementation of this programme are:

- Building inspection and Building plans assessment
- Issuing of occupation certificates

Programme 4: Housing

Programme/Function	Housing
Programme Objective (SMART)	Although not a core function this programme focuses on the establishment of sustainable integrated human settlements as well as the identification of areas suitable for settlement development and the sourcing of appropriate funds to secure the land for development. Another priority is the eradication of informal settlements through the proclamation of Formal settlements
Programme Objective Outcome	Ensures provision of sustainable integrated human settlements
Short Term Strategies (1-2 Yrs.)	Conduct Land Audit
	Identification and acquisition of suitable affordable land
Medium Term Strategies (3-4 Yrs.)	Sustainable integrated human settlements development
Long term Strategies (5 Yrs. +)	Sustainable integrated human settlements development

5.2.2 KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Goal: Capacitated and Effective Human Capital

The NDP priority of Building a capable and developmental State advocates the following:

- A state that is capable of playing a developmental and transformative role.
- A public service immersed in the development agenda but insulated from undue political interference
- Staff at all levels has the authority, experience, competence and support they need to do their jobs
- Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system
- Clear governance structures and stable leadership enable state-owned enterprises (SOEs) to achieve their developmental potential

National Outcome 12 that deals with an efficient and development oriented public service targets the following outputs:

- Business processes, systems, decision rights and accountability management
- The institutional capacity and effectiveness of municipalities is increased
- Clean, Responsive and Accountable Administration

This goal responds to the institutional priority issues that relate to training and development that will ensure a responsive and performing workforce and resources that will create a customer-focused, friendly and helpful working environment. The municipality must attract and retain skilled personnel and provide WSP & skills audit related training in support of the strategic intent of the municipality.

The outcome to be achieved through this goal is and efficient workforce. This means to leverage the municipality's staff capacity to drive efficiency and effectiveness.

The following programmes are linked to the above strategic goal:

- Performance Management
- ICT
- Organisational Development

- Workplace Health, Safety and EAP
- Labour Relations

The following strategies per programme were developed for KPA 2 during the Strategic Planning Workshop during the period of the 18-19 January 2018.

Programme 7: Organisational Development

Programme/Function	Organisational Development
Programme Objective (SMART)	To ensure the Improved efficiency and effectiveness of the Municipal Administration by 2019. By capacitating existing and new staff and by the selection and appointment of competent staff
Programme Objective Outcome	Capacitated, motivated and effective staff
Short Term Strategies (1-2 Yrs.)	Review the organisational structure and ensure alignment to IDP and organisational needs <p>Conduct skills needs audits and align it to the WSP</p> <p>Ensure filling of all critical positions</p> <p>Conduct an employee satisfaction survey</p> <p>Follow up on survey to improve relations</p> <p>Implement employee assistance programme (EAP)</p> <p>Develop employee retention strategy</p>
Medium Term Strategies (3-4 Yrs.)	Review and update the Employment Equity Plan <p>To review the organisational structure and ensure alignment to IDP and organisational needs</p> <p>Maintain short term strategies</p>
Long term Strategies (5 Yrs. +)	Implementation of employment equity targets <p>To review the organisational structure and ensure alignment to IDP and organisational needs</p>

Programme 6: Performance Management

Programme/Function	Performance Management
Programme Objective (SMART)	Performance management is a systematic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the municipality in terms of indicators, to determine its efficiency, effectiveness and impact; thereby ensuring improved cost effective service delivery to the community
Programme Objective Outcome	Monitoring and evaluation of the organisation's implementation of its strategic objectives, programmes and projects in line with the approved IDP through the SDBIP framework
Short Term Strategies (1-2 Yrs.)	Compliance to all relevant legislation and the Municipal PMS Framework Reviewal of PMS framework and procedure manual Capacitation of all staff members in terms of PMS Cascading of individual performance management to lower levels Convene PMS stakeholder feedback sharing Implementation of the automated performance management system
Medium Term Strategies (3-4 Yrs.)	Cascading of individual performance management to all staff members
Long term Strategies (5 Yrs. +)	Effective and efficient performance management system Effective and efficient performance management system for the benefit of optimizing organisational performance and improved service delivery

Critical projects/initiatives to achieve this programme are:

Implement and cascade performance management system

Implementation of an automated Performance Management System

Programme 5: ICT

Programme/Function	ICT
Programme Objective (SMART)	Integration of computer and network hardware and software which enable users to access, store, transmit, and manipulate information.
Programme Objective Outcome	Implementation of effective ICT systems and availability of secured information and data by 2019.
Short Term Strategies (1-2 Yrs.)	Implementation of ICT master systems plan Securing of adequate funding to support ICT projects Maintain software and hardware to keep abreast with developing technology Implementation of disaster recovery plan
Medium Term Strategies (3-4 Yrs.)	Securing of adequate funding to support ICT projects Maintain software and hardware to keep abreast with developing technology
Long term Strategies (5 Yrs. +)	Securing of adequate funding to support ICT projects Maintain software and hardware to keep abreast with developing technology

Programme 8: Workplace Health, Safety & EAP

Programme/Function	Workplace Health and Safety & EAP
Programme Objective (SMART)	Occupational health is concerned with the health and safety of employees at work. The aim of the programme is to promote a healthy, safe and legislative compliant work environment, and a healthy, active and productive worker
Programme Objective Outcome	To improve the health and safety of the employees in compliance with SHE Act
Short Term Strategies (1-2 Yrs.)	Appointment of qualified safety officer Establish status quo i.t.o municipality's health and safety plan Development of health and safety policy Appointment of all legislative posts Provision for training of above posts Promote health and safety in the workplace Provide qualified counselling with respect to the Employment Assistance Programme
Medium Term Strategies (3-4 Yrs.)	Ensure health and safety programme is sustained Provide qualified counselling with respect to the Employment Assistance Programme
Long term Strategies (5 Yrs. +)	Ensure health and safety programme is sustained Provide qualified counselling with respect to the Employment Assistance Programme

Programme 9: Labour Relations

Programme/Function	Labour Relations
Programme Objective (SMART)	To ensure fair labour practices that comply with the Labour Relations Act at all times
Programme Objective Outcome	To ensure fair labour practices that comply with the Labour Relations Act are systematically applied at all times
Short Term Strategies (1-2 Yrs.)	To conduct training workshops on internal labour policies
	Follow up on quarterly LLF meetings
	Ensure implementation of approved labour relation policies and procedures
Medium Term Strategies (3-4 Yrs.)	Maintain sound and effective labour practices and stability
Long term Strategies (5 Yrs. +)	Review and monitoring of the labour policies and acts

5.2.3. KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic Goal: Growing Inclusive Economy

The National Development Plan aims for an economy that will create more jobs by:

- Realising an environment for sustainable employment and inclusive economic growth
- Promoting employment in labour-absorbing industries
- Raising exports and competitiveness
- Strengthening government's capacity to give leadership to economic development
- Mobilising all sectors of society around a national vision

It further aims to achieve the following targets by 2030:

- Unemployment rate should fall to 14% by 2020 and 6% by 2030 –requiring an additional 11 million jobs
- Proportion of adults working should increase from 41% to 61%
- Proportion of adults in rural areas working should rise from 29% to 40%
- Labour force participation should rise from 54% to 65%
- Gross Domestic Product (GDP) should increase by 2.7 times in real terms
- Proportion of national income earned by the bottom 40% should rise from about 6% to 10% in 2030
- Broad ownership of assets by historically disadvantaged groups to increase
- Public Employment programmes should reach 1 million by 2019 and 2 million by 2030

The NDP further aims to have an inclusive and integrated rural economy. It is envisaged that by 2030, South Africa's rural communities should have greater opportunities to participate fully in the economic, social and political life of the country. A million jobs to be created through agricultural development based on effective land reform and the growth of irrigated agriculture and land production. The focus is also on basic services that enable people to develop the capabilities they need to take advantage of economic opportunities throughout the country and so contribute to the development of their communities through remittances and the transfer of skills. Food security and the empowerment of farm workers is also a priority. Industries, tourism and small enterprises should be developed where potential exists.

National Outcome 4 and 7 relate to decent employment through inclusive economic growth and vibrant, equitable and sustainable rural communities with food security for all. The outputs of these two outcomes refer to the implementation of community work programmes.

Elias Motsoaledi Local Municipality strives towards contributing to the priorities set out in the NDP and National Outcomes through the implementation of the goal: Inclusive growing economy.

This goal responds to the institutional priority issue that relates to economic growth.

Elias Motsoaledi Local Municipality seeks to compile programmes and formulate policies and by-laws that encourage entrepreneurship and thereby monitor and evaluate performance of the local economy and investment trends. Project specifications need to be developed that they will incorporate labour intensive methods and identify opportunity areas and expose SMMEs to incubation projects which will stimulate development and thereby enhance job creation. Through the aforementioned initiatives the municipality strives to positively reduce the unemployment rate.

Existing policies should be reviewed or new policies developed to become more enabling and focussed on establishment of partnerships and networks that will enhance and expand the SMME value chain.

The outcome to be achieved through this goal is improved economic conditions for the community. This means that the municipality intends to facilitate processes for the creation of a prosperous and poverty free community.

The following projects / initiatives will assist successful implementation of this goal:

- Cooperatives and enterprise support initiatives
- Implementation of LED strategy
- Training of SMMEs
- Support to Agri-park initiatives

The following programmes are linked to the above strategic goal:

- Economic Growth and Development
- Extended Public Works Programme (EPWP)

The following strategies per programme were developed for KPA 3 during the Strategic Planning Workshop during the period of the 18 -19 January 2018.

Programme 10: Economic Growth and Development

Programme/Function	Economic growth and development
Programme/Strategic Objective (SMART)	To facilitate economic growth and sustainable job creation
Programme Objective Outcome	Reduce the level of unemployment
Short Term Strategies (1-2 Yrs.)	Create conducive condition for economic growth and job creation
Medium Term Strategies (3-4 Yrs.)	Investment attraction and retention
Long term Strategies (5 Yrs. +)	Sustainable economic development and job security

Programme 11: Extended Public Works Programme (EPWP)

Programme/Function	Extended Public Works Programme (EPWP)
Programme Objective (SMART)	The establishment and promotion of opportunities that create job opportunities through the mechanism of EPWP, both in Capital labour intensive projects and LED initiatives
Programme Objective Outcome	To create job opportunities

Short Term Strategies (1-2 Yrs.)	Ensure that the procurement process recognizes the role of awarding tenders to contractors who employ or sub contract work to emerging SMME's
	Establish labour intensive projects such as cleaning, waste re-cycling etc.
	Partner through the Corporate Social Investment (CSI) and Social Labour Plan (SLP) programmes to leverage FTE work opportunities
Medium Term Strategies (3-4 Yrs.)	Continue with above
Long term Strategies (5 Yrs. +)	Continue with above

5.2.4 KPA 4: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic Goal: Accessible and Sustainable Infrastructure and Basic Services

The NDP states that to grow faster and in a more inclusive manner, the country needs a higher level of capital spending in general and public investment in particular. The focus is on financing, planning and maintenance of infrastructure. The priorities that are relevant to Elias Motsoaledi listed in the NDP are amongst others the following:

- The upgrading of informal settlements
- Public transport infrastructure and systems supported by facilities upgrades to enhance links with road-based services
- The construction of a new coal line to unlock coal deposits in the Waterberg, extension of existing coal lines in the central basin, through private partnership
- The timely development of a number of key new water schemes to supply urban and industrial centres, new irrigation systems
- The establishment of a national water conservation programme with clear targets to improve water use and efficiency
- Accelerated investment in demand-side savings, including technologies such as solar water heating

The NDP targets are:

- All people have access to clean potable water and there is enough water for agriculture, industry
- Reduce water demand in urban areas to 15% below the business-as-usual scenario by 2030
- Proportion of people with access to electricity grid should rise to at least 90% by 2030

- Additional electricity required and at least 20 000 MW of the required capacity should come from renewable sources

National Outcome 6 is: An efficient, competitive and responsive economic infrastructure network with the following outputs:

Output 1: Improving Competition and regulation

Output 2: Ensure reliable generation, distribution and transmission of electricity

Output 3: To ensure the maintenance and strategic expansion of our road and rail network, and the operational efficiency, capacity and competitiveness of our sea ports

Output 4: Maintenance and supply availability of our bulk water infrastructure

Output 5: Communication and information technology

Output 6: Develop a set of operational indicators for each segment

Outcome 9 is: A responsive, accountable, effective and efficient local government system and output 2 refers to:

- Improving access to basic services
- Meet the basic needs of the population

In response to the abovementioned priorities and strategies, the municipality intends to respond, as far as their powers and functions are concerned, as follows with regard to its goal of accessible and sustainable infrastructure and basic services:

To achieve this goal it is important to focus on the following:

- Maintenance and upgrading of infrastructure
- Infrastructure development
- Quality services in all municipal areas

Significant backlogs exist in terms of basic service delivery, the municipality needs to refurbish its existing ageing infrastructure. It is therefore critical for the municipality to consider the development of infrastructure as well funding options to support the serious investments that is required to refurbish and maintain these assets.

To address the challenge of ageing infrastructure it is of critical importance that the municipality should implement its Infrastructure Master Plan. The plan should assist the municipality to indicate the current state of infrastructure, assist with integrated planning to ensure planning for provision and refurbishment of infrastructure.

The outcome to be achieved through this goal is satisfied community members. This means the provision of quantitative, good quality, sustainable and affordable infrastructure and services to all community members. (Quality will be prescribed by the specific specifications pertaining to that stage of the project)

Key projects / initiatives to achieve this goal are:

- Development of SHEQ Management (Corporate to champion)
- Develop Infrastructure Master Plan (Roads, Electricity, Water and Sanitation)

- Develop Infrastructure Maintenance Master Plan
- Develop Quality Management System (ISO 9000)
- Develop Fleet Management Plan

The following programmes are linked to the above strategic goal:

- Water and Sanitation
- Facilities Maintenance
- Electrification
- Roads and Storm Water
- Project Management
- Fleet Management

The following strategies per programme were developed for this Strategic Objective within KPA 4 during the Strategic Planning Workshop during the period of the 18-19 January 2018.

Programme 13: Water and Sanitation

Programme/Function	Water and Sanitation
Programme Objective (SMART)	Although not a core function the municipality will provide sustainable uninterrupted supply of quality potable water at the projected minimum service level standard to be defined
Programme Objective Outcome	Eradication of Water and Sanitation backlogs
Short Term Strategies (1-2 Yrs.)	Develop a Water Master Plan
Medium Term Strategies (3-4 Yrs.)	Application to become a Water Authority
Long term Strategies (5 Yrs. +)	Application to become Water Authority. Implement projects from water master plan in annual SDBIP

A key project for the achievement of the above programme is the development of a Water and Sanitation Master Plan.

Programme 17: Facilities Management

Programme/Function	Facilities Maintenance
Programme Objective (SMART)	To provide accessible municipal service facilities
Programme Objective Outcome	Well maintained structural facilities
Short Term Strategies (1-2 Yrs.)	Conduct status quo analysis of existing facilities
Medium Term Strategies (3-4 Yrs.)	Secure adequate funding to support maintenance and refurbishment programmes
Long term Strategies (5 Yrs. +)	Maintain facilities at desired levels

Programme 12: Electrification

Programme/Function	Electrification
Programme Objective (SMART)	To provide all communities with access to sustainable and reliable electricity supply or alternative economic measures for domestic households use e.g. solar panels
Programme Objective Outcome	Eradication of Electricity backlogs
Short Term Strategies (1-2 Yrs.)	Develop Electricity Master Plan Explore alternative energy uses Implementation of high mast lights based on community needs Address issue of illegal connections Introduction of SMART metering systems
Medium Term Strategies (3-4 Yrs.)	Implement initiatives identified in master plan
Long term Strategies (5 Yrs. +)	Eradicate backlog and ensure provision of electricity to all households by 2025

Programme 14: Roads and Storm Water

Programme/Function	Roads and Storm water
Programme Objective (SMART)	Construct and maintain roads and storm water systems including the sealing of roads that meet the minimum levels of service standards with respect to the establishment and provision of an effective transport infrastructure
Programme Objective Outcome	Ensure that all roads are accessible to stimulate economic activities and provide safe transport infrastructure routes Ensure 100% spending of MIG funds
Short Term Strategies (1-2 Yrs.)	Develop Roads / Storm water Master Plan Maintenance of existing road infrastructure Construction of new roads as prioritised by economic needs
Medium Term Strategies (3-4 Yrs.)	Maintenance of existing road infrastructure Construction of new roads as prioritised by economic needs
Long term Strategies (5 Yrs. +)	Maintenance of existing road infrastructure Construction of new roads as prioritised by economic needs

Programme 16: Project Management

Programme/Function	Project Management
Programme Objective (SMART)	Discipline of planning, organizing and managing resources to bring about the successful completion of specified projects to achieve goals and objectives
Programme Objective Outcome	Effective implementation of all Capital projects within the parameters of budget, time and specification
Short Term Strategies (1-2 Yrs.)	Training on MS Project and relevant programmes (Auto Cad) Employment of additional qualified and competent staff Address challenges of project prioritization taking cognizance that all projects must be cash backed
Medium Term Strategies (3-4 Yrs.)	Implementation of GIS Implementation of project management system, e.g. Prince 2
Long term Strategies (5 Yrs. +)	Continuation of above

Programme 18: Fleet Management

Programme/Function	Fleet Management
Programme Objective (SMART)	To ensure that processes and control are effectively managed
Programme Objective Outcome	Optimum availability of municipal vehicles
Short Term Strategies (1-2 Yrs.)	Develop Fleet Management Plan Employment of additional staff Secure adequate funding for replacement of ageing fleet
Medium Term Strategies (3-4 Yrs.)	Implementation of Fleet Management Plan
Long term Strategies (5 Yrs. +)	Implementation of Fleet Management Plan

5.2.4. ENVIRONMENTAL ISSUES

Strategic Goal: Protected and Safe Environment

The National Development Plan, under its priority to transition to a low-carbon economy, it promotes that there is a need to move away from the unsustainable use of natural resources. It warns that changes in energy generation, water conservation and the uses of both are likely to be challenging and potentially disruptive for society and that competent institutions, innovative economic instruments, clear and consistent policies and an educated and understanding electorate will be required. Key proposals to support the transition to low-carbon economy include:

- Support for a carbon budgeting approach, linking social and economic considerations to carbon reduction targets
- Introducing an economy-wide price for carbon complemented by a range of programmes and incentives to raise energy efficiency and manage waste better
- A target of 5 million solar water heaters by 2030
- Building standards that promote energy efficiency
- Simplifying the regulatory regime to encourage renewable energy, regional hydroelectric initiatives and independent power producers
- Set of indicators for natural resources accompanied by publication of annual reports on health of identified resources to inform policy
- Target for the amount of land and ocean under protection
- Achieve the peak, plateau and decline trajectory for greenhouse gas emission with the peak being reached about 2025
- By 2030 an economy-wide carbon price should be entrenched
- Zero emission building standards by 2030
- Absolute reduction in total volume of waste disposed to landfill each year
- At least 20 000MW of renewable energy should be contracted by 2030
- Improved disaster preparedness for extreme climate events
- Increased investment in new agricultural technologies, research and the development of adaption strategies to protect rural livelihoods and expansion of commercial agriculture

National Outcome 10 promotes environmental assets and natural resources that are well protected and continually enhanced and the output of sustainable environmental management. This is to be achieved through solid waste management to ensure waste minimization, improved collection and disposal and recycling by ensuring that the percentage of households with basic waste collection and disposal facilities.

This goal responds to the institutional priority issue that relates to environmental management

The municipality needs to be creative on how it can increase community awareness and participation in environmental management activities and initiatives if we consider that the municipality is rich in agriculture and has a wealth of culture and ecotourism focus points that should be protected to ensure future sustainability. A further critical aspect that needs to be addressed and/or avoided is unplanned development and informal settlements that put a strain on the sensitive environment in terms of deforestation, erosion, fires, air-, water- and ground pollution.

This advent therefore necessitates the need to identify and protect the environment. The municipality needs to develop an environmental management plan which ought to give rise to intensifying recycling initiatives. Lastly environmental by-laws with appropriate punitive mechanism and action plan need to be developed, promulgated and enforced to strengthen compliance thereof.

The outcome to be achieved through this goal is protected environment and ensuring compliance for sustainable eco-tourism and agro-economy. This means eradicating informal settlements, monitoring and managing environment

The following programme is linked to this strategic goal:

- **Environmental Management**

The following strategies per programme were developed for this Strategic Objective within KPA 4 during the Strategic Planning Workshop during the period of the 18th-19th January 2018.

Programme 19: Environmental Management

Programme/Function	Environmental Management
Programme Objective (SMART)	To ensure communities are contributing toward Climate Change and reduction of Carbon footprint
Short Term Strategies (1-2 Yrs.)	Develop Environmental Master Plan Monitor implementation waste management programme Enforcement of relevant by-laws Implementation of strict pollution control Monitoring of water quality, air quality management, noise management Awareness campaigns on environmental issues Hosting of events on environmental calendar
Medium Term Strategies (3-4 Yrs.)	Monitor implementation waste management programme Enforcement of relevant by-laws Implementation of strict pollution control Monitoring of water quality, air quality management, noise management Awareness campaigns on environmental issues Hosting of events on environmental calendar Develop climate change programmes in response to the critical elements of climate change.
Long term Strategies (5 Yrs. +)	Monitor implementation waste management programme Enforcement of relevant by-laws Implementation of strict pollution control Monitoring of water quality, air quality management, noise management Awareness campaigns on environmental issues Hosting of events on environmental calendar

Key projects for achieving this programmes are the following:

Key projects for achieving this programmes are the following:

- Environmental Awareness Campaigns
- Greening Initiatives

5.2.4 SOCIAL ISSUES

Strategic Goal: Improved Social Well-Being

Improvement of social well-being entails a whole spectrum of services – health, education, libraries, safety and security, including community and road safety. The NDP states that when people feel unsafe it makes it harder for them to develop their capabilities, pursue their personal goals and to take part in social and economic activities. South Africans need to feel safe everywhere and have confidence in the criminal justice system to protect them and to act speedily and effectively when required to do so. By 2030 people should feel safe and have no fear of crime. They should feel safe at home, at school and at work, and they must enjoy an active community life free of fear. Women can walk freely in the street and the children can play safely outside. The police service is a well-resourced professional institution staffed by highly skilled officers who value their works, serve the community, safeguard lives and property without discrimination, protect the peaceful against violence, and respect the rights of all to equality and justice.

On the priority of health care for all, the NDP targets the following:

- Increase average male and female life expectancy at birth to 70 years
- Progressively improve HIV and AIDs awareness and diseases prevention and cure
- Reduce maternal, infant and child mortality
- Significantly reduce prevalence of non-communicable chronic diseases
- Reduce injury, accidents and violence by 50 percent from 2010 levels
- Deploy primary healthcare teams provide care to families and communities
- Everyone must have access to an equal standard of care, regardless of their income
- Fill posts with skilled, committed and competent individuals

In improving education, training and innovation, the NDP targets the following:

- All children should have at least two years pre-school education
- About 90% of learners in grades 3, 6 & 9 must achieve 50% or more in the annual national assessments in literacy, maths and science
- Between 80 – 90% of learners should complete 12 years of schooling and or vocational education with at least 80% successfully passing the exit exams
- Eradicate infrastructure backlogs to ensure that all schools meet the minimum standards by 2021
- Expand the college system with a focus on improved quality
- Provide 1 million learning opportunities through Community Education and Training Centres
- Improve the throughput rate to 80% by 2030

- Produce 30 000 artisans per year
- Increase enrolment at universities by at least 70% by 2030
- Increase the number of students eligible to study towards maths- and science-based degrees to 450 000 by 2030
- Increase the percentage of PhD qualified staff in the higher education sector from the current 34% to over 75% by 2030
- Produce more than 100 doctoral graduates per million per year by 2030
- Expand science, technology and innovation outputs by increasing research and development spending by government and through encouraging industry to do so

The Limpopo Provincial strategy focuses on improved health care and advocates the following: In the current MTSF period the aim is to transform the public health system so as to reduce inequalities in the health system, improve quality of care and public facilities, boost human resources and step up the fight against HIV and AIDS, TB and other communicable diseases as well as lifestyle and other causes of ill health and mortality. The plan includes the phasing in of a National Health Insurance system over the next 5 years and increasing institutional capacities to deliver health system functions and initiate major structural reforms to improve the management of health services at all levels of healthcare delivery, including particularly hospitals.

With regards to access to quality education, the Provincial Strategy states that: Education has enjoyed the largest share of the national budget throughout the past 15 years. This significant investment in building human capital and capabilities has gradually improved the country's human resource and skills base. However, progress has not been optimal and the achievements have not taken place at the required scale. The objective is to focus on skills and education system towards the delivery of quality outcomes. The focus will be on, amongst others, learner outcomes, early childhood development (ECD), improving schools management and M&E systems and supporting and developing a high quality teaching profession.

Although education is not a function of local government, the municipality does contribute to improving quality of education through the provision of library services and programmes that provide access to research through the internet, reading material and the implementation of programmes that encourage reading and education.

The provision of primary health care is not a municipal competency, but the municipality should support health care facilities with municipal services such as water, sanitation and refuse removal and support awareness programmes in the promotion of healthy living. Provision of safe water and sanitation as well as refuse removal to all communities, also contributes to healthy living conditions of community members.

Another facet of improved social well-being is the protection and upliftment of disadvantaged groups. Social protection is the NDP priority that is being addressed through this goal. The NDP mandates the following objectives:

- Reforming the public service
- Ensure progressively and through multiple avenues that no one lives below a defined minimum social floor.
- All children should enjoy services and benefits aimed at facilitating access to nutrition, health care, education, social care and safety.
- Address problems such as hunger, malnutrition and micronutrient deficiencies that affect physical growth and cognitive development, especially among children.

- Address the skills deficit in the social welfare sector.
- Provide income-support to the unemployed through various active labour market initiatives such as public works programmes, training and skills development, and other labour market related incentives.
- Provide income support to the unemployed through various active labour-market initiatives such as public works programmes, training and skills development, and other labour-market related incentives.
- All working individuals should make adequate provision for retirement through mandated savings. The state should provide measures to make pensions safe and sustainable.
- Social protection systems must respond to the growth of temporary and part-time contracts, and the increasing importance of self-employment and establish mechanisms to cover the risks associated with such.
- Create an effective social welfare system that delivers better results for vulnerable groups, with the state playing a larger role compared to now. Civil society should complement government initiatives

The NDP also advocates nation building and social cohesion and makes the following commitment: Our vision is a society where opportunity is not determined by race or birth right; where citizens accept that they have both rights and responsibilities. Most critically, we seek a united, prosperous, non-racial, non-sexist and democratic South Africa.

It also addresses gender matters by prioritising the promotion of gender equality and to empower women and sets the target to eliminate gender disparity in primary and secondary education.

National Outcomes 2 and 8 want to achieve a long and healthy life for all South Africans as well as sustainable human settlements and improved quality of household life. The outputs and sub-outputs that are aimed to be achieved are:

- Increasing life expectancy
- Combating HIV/AIDS and decreasing the burden of disease from Tuberculosis
- Strengthening health system effectiveness
- Improve health and social status of the population
- Meet the needs of specific communities, women, elderly, youth, disabled, pensioners and the marginalised
- Average life expectancy
- Provide life skills education to youth and increase the implementation of youth friendly services
- Decrease number of reported TB cases
- Revitalise primary health care
- Youth development; Services to the disabled; Gender mainstreaming; MCHW&N (DoH&SD)

The municipality can contribute in a great way to the overall improved social well-being by managing Thusong Centers, where all community members, regardless of gender, age or disadvantaged, can access crucial services in one place e.g. social, educational and recreational services.

The outcome to be achieved through this goal is safe, healthy empowered communities. This means ensuring safety of the community, promoting education, health and wellness.

The following programmes are linked to this strategic goal:

- Sports and Recreation
- Health Services
- Cemeteries
- Arts and Culture
- Education / Libraries
- Safety and Security
- Driver's License and Testing Centre
- Waste Management
- Mayoral Programmes
- Transversal Programmes
- Disaster Management

The following strategies per programme were developed for this Strategic Objective within KPA 4 during the Strategic Planning Workshop during the period of the 18th-19th January 2018

Programme 20: Sports and Recreation

Programme/Function	Sports and Recreation
Programme Objective (SMART)	Reduce social ills such as crime, drug abuse social disorder, teenage pregnancy as well as HIV/AIDS through the use of sports and recreation activities and the provision of adequate and accessible recreational facilities by 2019
Short Term Strategies (1-2 Yrs.)	Establish status quo on existing facilities Establishing community needs with regard to sporting and recreational facilities in conjunction with ward committees Develop business plan to identify funding sources and prioritise implementation Utilisation of 15% of MIG funding to support above Dialogue with local and sector sporting federations, etc. to garner support and funding Leverage existing forum platforms to assist in matters of HIV/Aids, teenage pregnancies and drug abuse Intensify and support HIV and Aids related programmes

Medium Term Strategies (3-4 Yrs.)	Develop business plan to identify funding sources and prioritise implementation Utilisation of 15% of MIG funding to support above Dialogue with local and sector sporting federations, etc. to garner support and funding Implementation of business plan Maintenance and upgrading of new and existing facilities
Long term Strategies (5 Yrs. +)	Implementation of business plan Maintenance and upgrading of new and existing facilities

Programme 21: Health Services

Programme/Function	Health Services
Programme Objective (SMART)	Coordinate the provision of Health services as facilitated through the Provincial and District offices.
Short Term Strategies (1-2 Yrs.)	Maintain dialogue and report back to District municipality and appropriate sector departments
Medium Term Strategies (3-4 Yrs.)	Maintain dialogue and report back to District municipality and appropriate sector departments
Long term Strategies (5 Yrs. +)	Maintain dialogue and report back to District municipality and appropriate sector departments

Programme 22: Cemeteries

Programme/Function	Cemeteries
Programme Objective (SMART)	The establishment and maintenance of cemeteries in accordance with applicable by-laws and legislation
Short Term Strategies (1-2 Yrs.)	Conduct cemetery audit to establish status quo Develop Cemetery Master plan Procure automated cemetery record management system Develop cemetery maintenance plan Identification of suitable land for cemeteries
Medium Term Strategies (3-4 Yrs.)	Develop land suitable for new cemeteries Implementation of the Cemetery Master plan Maintain cemeteries
Long term Strategies (5 Yrs. +)	Implementation of the Cemetery Master plan Maintain cemeteries Construction of a crematorium

Programme 23: Arts and Culture

Programme/Function	Arts and Culture
Programme Objective (SMART)	Maintain and promote arts and cultural heritage for the benefit of future generations
Short Term Strategies (1-2 Yrs.)	Support /promote Arum Lilly festival and King Nyabela Commemoration Commemorate Heritage Day celebration Promoting craft market Engage with Provincial Sports, Arts and Culture Department
Medium Term Strategies (3-4 Yrs.)	Support cultural Villages
Long term Strategies (5 Yrs. +)	Facilitate declaration of heritage site Develop heritage site as a tourism attraction

Programme 26: Education / Libraries

Programme/Function	Libraries
Programme Objective (SMART)	Facilitate promotion of education upliftment within communities To provide ancillary educational support through the provision of library services to create a learning environment for all sectors of the community
Short Term Strategies (1-2 Yrs.)	Conduct status quo on existing library facilities Develop business plan on needs Dialogue with Provincial Department Sports, Arts and Culture Investigate alternative funding sources
Medium Term Strategies (3-4 Yrs.)	Circulation and update information Provide mobile Library
Long term Strategies (5 Yrs. +)	Facilitate the Construction of new Libraries

Programme 27: Safety and Security

Programme/Function	Safety and Security
Programme Objective (SMART)	Facilitate safe and secure neighbourhoods and ensure that all legislated road ordinance and local by-laws are enforced to provide a safe environment for all road users and minimise traffic violations and road accidents traffic law enforcement
Programme Objective Outcome	Safe and secure neighbourhoods

Short Term Strategies (1-2 Yrs.)	Enforcement of all local by-laws Skills and infrastructure development Filling of critical budgeted vacant posts Implement Law enforcement projects to improve the safety and security of the public in general
Medium Term Strategies (3-4 Yrs.)	Enforcement of all local by-laws Implement Law enforcement projects to improve the safety and security of the public in general.
Long term Strategies (5 Yrs. +)	Enforcement of all local by-laws Established Control room monitoring the whole CBD via cameras

Key projects/initiatives to achieve this programme are as follows:

- Speed cameras
- Digital eye witness cameras
- Centralised control room
- Speed calming measures
- Arrive alive campaigns
- Training

Programme 28: DLTC

Programme/Function	Driving Licence and Testing Centre (DLTC)
Programme Objective (SMART)	The provision of a level of service to ensure that all applicants for both driver and learner licences’ s are declared competent and proficient as per legislative requirements To ensure that an uninterrupted and corrupt free services is maintained
Programme Objective Outcome	Competent and safety conscious drivers
Short Term Strategies (1-2 Yrs.)	Capacitate and train officials
Medium Term Strategies (3-4 Yrs.)	Training of officials Development of DLTC
Long term Strategies (5 Yrs. +)	All in one DLTC

Programme 29: Disaster Management

Programme/Function	Disaster Management
Programme Objective (SMART)	To focus on ways and means to prevent and/or mitigate the risks and/or results of disasters and to maximise preparedness for potential emergencies and disasters, thus optimising the safe guarding of life and property
Programme Objective Outcome	Mitigate the risks and/or results of disasters
Short Term Strategies (1-2 Yrs.)	Capacity building and filling of vacant posts Develop a Disaster Management Plan
Medium Term Strategies (3-4 Yrs.)	Capacity building of communities
Long term Strategies (5 Yrs. +)	Risk reduction & Disaster Management Control Centre

Key aspects to be taken into account to achieve success with this programme are the following:

- Awareness campaigns
- Training
- Filling of vacant positions
- Risk reduction
- Response and mitigation to disasters
- Development of Disaster Management Centre

Programme 15: Waste Management

Programme/Function	Waste Management
Programme Objective (SMART)	To provide all communities with an effective waste collection and disposal management system that is environmentally compliant and raises public awareness about minimising waste generation and effective waste recycling.
Short Term Strategies (1-2 Yrs.)	Review of Integrated Waste Management Plan Audit waste collection methods and Development of Recycling Strategy Develop a composting strategy to divert garden waste to landfill Minimise illegal dumping Maintain existing facilities Promote establishing of waste recycling hubs (EPWP) Establishment and formalization of landfill site. Establish waste disposal facilities (Transfer stations) Establish mechanisms for promoting separation at source Awareness campaigns
Medium Term Strategies (3-4 Yrs.)	Minimise illegal dumping Maintain existing facilities Promote establishing of waste recycling hubs (EPWP) Establishment and formalization of landfill site. Establish waste disposal facilities (Transfer stations) Establish mechanisms for promoting separation at source Awareness campaigns
Long term Strategies (5 Yrs. +)	Minimise illegal dumping Maintain existing facilities Promote establishing of waste recycling hubs (EPWP) Establishment and formalization of landfill site. Establish waste disposal facilities (Transfer stations) Establish mechanisms for promoting separation at source Awareness campaigns

Programme 24: Mayoral Programmes

Programme/Function	Education (Mayoral Programmes)
Programme/Strategic Objective (SMART)	The implementation of projects / initiatives focused on community involvement and participation
Programme Objective Outcome	To create an environment of community well being
Short Term Strategies (1-2 Yrs.)	Schedule bi-annual forums for the Mayor to address the community on progress Select appropriate projects / initiatives to leverage optimum impact on community satisfaction needs
Medium Term Strategies (3-4 Yrs.)	As above
Long term Strategies (5 Yrs. +)	As above

Programme 25: Transversal Programmes

Programme/Function	Transversal Programmes
Programme Objective (SMART)	To comply with the National Outcomes 2 and 8 to achieve a long and healthy life for all South Africans as well as sustainable human settlements and improved quality of household life.
Programme Objective Outcome	To Improve the quality of life through addressing the needs of specific communities, women, elderly, youth, disabled, pensioners and the marginalised
Short Term Strategies (1-2 Yrs.)	Combating HIV/AIDS and decreasing the burden of disease from Tuberculosis through educational and promotional initiatives Provide life skills and health education programmes to the youth Provision of awareness campaigns conducted with respect to Children's Rights Host frequent moral regeneration meetings Solicit a more equitable allocation from the municipal budget to fund programmes and initiatives
Medium Term Strategies (3-4 Yrs.)	As above
Long term Strategies (5 Yrs. +)	As above

5.2.5. KPA 5: MUNICIPAL FINANCIAL VIABILITY

Strategic Goal: Enhance Revenue and Financial Management

This goal relates directly to the National Outcome 9 which is: A responsive, accountable, effective and efficient local government system. Under this outcome, outputs 1 and 6: Administrative and financial capability as well as Implement a differentiated approach to municipal financing, planning and support relate directly to the goal under discussion. The following sub-outputs are advocated:

- The average monthly collection rate on billings to rise to 90%
- The percentage of municipalities with debtors more than 50% of own revenue to be reduced from 24% to 12%

- The percentage of municipalities that are overspending on opex to improve from 8% to 4%
- The percentage of municipalities under-spending on capex to be reduced from 63% to 30%The percentage of municipalities spending less than 5% of opex on repairs and maintenance to be reduced from 92% to 45%
- Improve national and provincial policy, support and oversight to local government
- The percentage of municipalities that are overspending on OPEX to improve from 8% to 4%
- The percentage of municipalities spending less than 5% of opex on repairs and maintenance to be reduced from 92% to 45%
- The percentage of municipalities’ under-spending on capex to be reduced from 63% to 30%

As indicated previously, the NDP states that to grow faster and in a more inclusive manner, the country needs a higher level of capital spending in general and public investment in particular.

This goal responds to the institutional priority issue that relates to revenue enhancement.

The municipality needs to increase revenue generation to ensure sufficient funds are available to invest into projects for the communities. The municipality must be able to pay commitments and have sufficient reserves and investments. The intention is for the municipality to become less grant dependent and be in a financial position to fund infrastructure projects from own funds.

The outcome to be achieved through this goal is Increased generation of own revenue and sufficient reserves for investment into communities and reduced grant dependency

The following key strategic projects/initiatives have been identified that will assist the municipality to achieve this goal:

- Consumer data cleansing
- Optimisation of DLTC
- SMART metering
- Community based waste management
- Revenue enhancement strategy

The following programmes are linked to this strategic goal:

- Legislative Compliance
- Financial Management
- Revenue
- Expenditure
- Supply Chain Management
- Indigents

The following strategies per programme were developed for this Strategic Objective within KPA 5 during the Strategic Planning Workshop during the period of the 18-19 January 2018.

Programme 30: Legislative Compliance

Programme/Function	Legislative compliance
Programme Objective (SMART)	Compliance to MFMA, other relevant legislation, internal policy and procedural requirements within prescribed timelines Programme Objective Outcome
Programme Objective Outcome	Legislative compliance within defined time frames
Short Term Strategies (1-2 Yrs.)	Retain qualified and competent staff Regularly review legislative amendments and update polices / procedures accordingly Maintain processes and procedures currently in operation
Medium Term Strategies (3-4 Yrs.)	Retain qualified and competent staff Regularly review legislative amendments and update polices / procedures accordingly Maintain processes and procedures currently in operation
Long term Strategies (5 Yrs. +)	Retain qualified and competent staff Regularly review legislative amendments and update polices / procedures accordingly Maintain processes and procedures currently in operation

Programme 31: Financial Management

Programme/Function	Financial Management
Programme Objective (SMART)	To implement sound Financial management practices
Programme Objective Outcome	Obtain a Clean Audit opinion from the office of the AG
Short Term Strategies (1-2 Yrs.)	Resolve all financial issues raised in internal and external audit action plans. Attainment of Unqualified Audit opinion. Preparation of AFS internally. Rotation of suppliers in supplier database Retention of qualified competent staff
Medium Term Strategies (3-4 Yrs.)	Resolve all financial issues raised in internal and external audit action plans. Attainment of Clean Audit opinion. Retention of qualified competent staff
Long term Strategies (5 Yrs. +)	Resolve all financial issues raised in internal and external audit action plans. Maintain Clean Audit opinion. Retention of qualified competent staff

Programme 32: Revenue

Programme/Function	Revenue
Programme Objective (SMART)	To increase revenue generated from own sources to 50% by 2020
Programme Objective Outcome	To reduce Grant dependency
Short Term Strategies (1-2 Yrs.)	Develop revenue enhancement strategy To implement data cleansing processes to ensure revenue database is accurate To increase the revenue base by identifying areas that municipality is not billing for services Enforce debt control policies and procedures Conduct awareness campaigns to instil a culture of payment within the municipality Review tariff structures to be cost effective Review by-laws pertaining to revenue collection Introduction of SMART metering systems Reduction of illegal connections Introduction of prepaid electricity vending machines linked to debtor's book.
Medium Term Strategies (3-4 Yrs.)	To increase the revenue base by identifying areas that municipality is not billing for services Review of tariff structures to be cost effective Review by-laws pertaining to revenue collection Partner with Eskom database to collect outstanding debt
Long term Strategies (5 Yrs. +)	Extension of municipal electricity licensed areas. Apply to obtain the water services authority status.

Key projects / initiatives for the successful implementation of this programme are:

- Consumer data cleansing
- Prepaid electricity vending machines and SMART Metering

Programme 33: Expenditure

Programme/Function	Expenditure
Programme Objective (SMART)	The effective management of operational and capital spending patterns in line with budget mandates and projected cash flow requirements
Programme Objective Outcome	Financial Liquidity
Short Term Strategies (1-2 Yrs.)	Implementation of proper documents management system. Provision of data management system. Compliance to internal financial controls processes by user departments Education of departments in correct financial procedures
Medium Term Strategies (3-4 Yrs.)	Compliance to internal financial controls processes by user departments
Long term Strategies (5 Yrs. +)	Compliance to internal financial controls processes by user departments

Programme 35: Supply Chain Management and asset management

Programme/Function	Supply Chain Management
Programme Objective (SMART)	To effectively procure goods and services for the organisation in a timely and cost effective manner in full compliance to legislative requirements
Programme Objective Outcome	Effective and efficient procurement of goods and services
Short Term Strategies (1-2 Yrs.)	Implementation of documented departmental procurement plan Compliance with supply chain management acts and regulations Implementation of proper documents management system. Provision of adequate filing storage facility. Improvement of internal controls on payments. Introduction of the system where prospective supplier database is rotated. Compliance with the assest management policy.
Medium Term Strategies (3-4 Yrs.)	Implementation of documented departmental procurement plan Compliance with supply chain management acts and regulations Introduction of the system where prospective supplier database is rotated.
Long term Strategies (5 Yrs. +)	Implementation of documented departmental procurement plan Compliance with supply chain management acts and regulations Introduction of the system where prospective supplier database is rotated.

Programme 35: Indigents

Programme/Function	Indigents
Programme Objective (SMART)	To ensure that all qualifying indigent beneficiaries are registered to obtain free basic services
Programme Objective Outcome	Provision of free basic services
Short Term Strategies (1-2 Yrs.)	Re-validation of the registered indigents. Conduct awareness campaign on indigent benefits
Medium Term Strategies (3-4 Yrs.)	Re-validation of the registered indigents. Implement a rehabilitation programme to make existing indigents financially self-sustainable
Long term Strategies (5 Yrs. +)	Re-validation of the registered indigents. Implement a rehabilitation programme to make existing indigents financially self-sustainable

Key to the successful implementation of the above programme is:

- Verification of the validity of the indigent register

5.2.6. KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic Goal: Sound Governance

Related to this goal are the following NDP priorities:

- Reforming the public service
- Fighting corruption
- Transforming society and uniting the country

In light of the abovementioned priorities, the NDP states that a plan is only as credible as its delivery mechanism is viable. A capable state is an essential precondition for South Africa’s development. A capable state does not materialise by decree, nor can it be legislated or created from conference resolutions. It has to be painstakingly built, brick by brick, institution by institution, and sustained and rejuvenated over time. It requires leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems and consistent and fair application of rules.

High corruption levels frustrate society’s ability to operate fairly and efficiently and the state’s ability to deliver on its development mandate. Political will is essential to combat the scourge of corruption. The fight against corruption has to be fought on three fronts: deterrence, prevention and education. Deterrence helps people understand that they are likely to be caught and punished. Prevention is about systems (information, audit and so on) to make it hard to engage in corrupt acts. The social dimension of corruption can only be tackled by focussing on values, through educations. International experience shows that with political will and sustained application of the right strategies, corruption can be significantly reduced and public trust restored.

National Outcome 12 that deals with an efficient and development oriented public service targets the following outputs:

- Business processes, systems, decision rights and accountability management
- The institutional capacity and effectiveness of municipalities is increased
- Clean, Responsive and Accountable Administration

This goal responds to the institutional priority issue that relates to internal controls. This means improved and effective enforcement of internal controls and systems. Increased engagement with relevant sectoral stakeholders and communities. Empowering communities to become actively involved in public participation processes. Improved turnaround time and adherence to service delivery standards.

The outcome to be achieved through this goal is public confidence through an unqualified audit opinion. This means to be an organisation that practices responsible, accountable, effective and efficient corporate governance.

Programmes linked to this strategic goal are:

- Audit
- Risk Management
- Performance Management
- Good Governance and Oversight

- Legal Services
- Policies
- By-laws
- Customer / Stakeholder Management
- Community Participation

The following strategies per programme were developed for this Strategic Objective within KPA 6 during the Strategic Planning Workshop during the period of the 18th-19th January 2018

Programme 43: Audit

Programme/Function	Audit
Programme Objective (SMART)	Internal auditing is a catalyst for improving an organization's governance, risk management and management controls by providing insight and recommendations based on analyses and assessments of data and internal business processes
Programme Objective Outcome	To provide oversight and sound governance within the Institutions administrative and financial processes
Short Term Strategies (1-2 Yrs.)	Capacitate internal audit unit Implement 90% of Internal Audit and Auditor General's recommendations Effective implementation of risk based audit plan Annual review of internal audit charter Coordination of audit committee meetings and other assurance providers Review effectiveness of PMS
Medium Term Strategies (3-4 Yrs.)	Obtain unqualified audit opinion Functional internal audit system Fully capacitated internal audit unit
Long term Strategies (5 Yrs. +)	Effective internal controls, risk management and governance

Programme 42: Risk Management

Programme/Function	Risk Management
Programme Objective (SMART)	The identification, assessment, and prioritisation of risk; defined in ISO 31000 as the effect of uncertainty on objectives, whether positive or negative, followed by coordinated and economical application of resources to minimise, monitor, and control the probability and/ or impact of unfortunate events or to maximise the realisation of opportunities
Programme Objective Outcome	To have a risk management system at optimized maturity level by 2019
Short Term Strategies (1-2 Yrs.)	Development, implementation and assessment of municipal risk register Capacitate the risk committee members and all municipal staff Resolving identified risks Review effectiveness of risk management processes Review Risk Management Plan, strategy and policy Facilitation of departmental risk registers Appointment of risk champions Enforcement of policies and procedures
Medium Term Strategies (3-4 Yrs.)	Maintain and enhance risk management systems Monitor and optimize risk implementation
Long term Strategies (5 Yrs. +)	Maintain and enhance risk management systems Monitor and optimize risk implementation

Programme 40: Legal Services

Programme/Function	Legal Services
Programme Objective (SMART)	To provide legal support to all departments and mitigation of legal risks
Programme Objective Outcome	Compliance to all applicable legislation
Short Term Strategies (1-2 Yrs.)	Budget and recruit additional competent staff Ensure timelines with respect to processing of legal documents are adhered to
Medium Term Strategies (3-4 Yrs.)	Ensure timelines with respect to processing of legal documents are adhered to from all operational departments
Long term Strategies (5 Yrs. +)	Review and enforcement of HR legislation.

Programme 41: Polices

Programme/Function	Policies
Programme Objective (SMART)	To give guidance, advice and support on the daily work activities that affect employees and the organisation as a whole
Programme Objective Outcome	Ensure that all existing/new policies are reviewed and updated on an annual basis and approved by Council.
Short Term Strategies (1-2 Yrs.)	Ensure that policies exist for all activities in the municipality Review all existing policies and amend as appropriate Develop new policies as appropriate To provide access to all approved policies to all staff Ensure amended/new policies are communicated to employees
Medium Term Strategies (3-4 Yrs.)	Ensure that policies exist for all activities in the municipality Review all existing policies and amend as appropriate Develop new policies as appropriate To provide access to all approved policies to all staff Ensure amended/new policies are communicated to employees
Long term Strategies (5 Yrs. +)	Ensure that policies exist for all activities in the municipality Review all existing policies and amend as appropriate Develop new policies as appropriate To provide access to all approved policies to all staff Ensure amended/new policies are communicated to employees

Programme 44: By-Laws

Programme/Function	By-laws
Programme Objective (SMART)	To enforce policies of the municipalities
Programme Objective Outcome	By-law enforcement
Short Term Strategies (1-2 Yrs.)	Review existing by-laws Develop new by-laws as appropriate Enforcement of by-laws
Medium Term Strategies (3-4 Yrs.)	Review existing by-laws Develop new by-laws as appropriate Enforcement of by-laws
Long term Strategies (5 Yrs. +)	Review existing by-laws Develop new by-laws as appropriate Enforcement of by-laws

Programme 36: Good Governance and Oversight

Programme/Function	Good Governance and Oversight
Programme Objective (SMART)	To provide transparency and openness in the daily administration of the Institution for the benefit of all stakeholders To create a culture of accountability and transparency as per the National Development Plan (NDP) priorities of <ul style="list-style-type: none">Reforming the public serviceFighting corruptionTransforming society and uniting the country
Programme Objective Outcome	An accountable and transparent administration
Short Term Strategies (1-2 Yrs.)	Develop sound business processes, policies, systems and accountable management Capacitate all levels of management in sound governance practices Implement effective risk management and internal audit systems Obtain an Unqualified Audit Opinion from the Office of the AG
Medium Term Strategies (3-4 Yrs.)	Develop sound business processes, policies, systems and accountable management Maintain effective risk management and internal audit systems Implement effective risk management Obtain a Clean Audit Opinion from the Office of the AG
Long term Strategies (5 Yrs. +)	Maintain all Medium Term Strategies

Programme 37: Community Participation

Programme/Function	Community Participation
Programme Objective (SMART)	The creation of structures to enable communities to effectively participate in the development and economic growth of their respective communities
Programme Objective Outcome	To strengthen participatory governance within the community
Short Term Strategies (1-2 Yrs.)	The establishment of effective Ward Committee's Capacitate Ward committee members Implement quarterly Ward operational plans Ensure that monthly Ward committee meetings are held as scheduled Ensure Councillor participation at all meetings
Medium Term Strategies (3-4 Yrs.)	Capacitate Ward committee members Maintain quarterly Ward operational plans Ensure that monthly Ward committee meetings are held as scheduled
Long term Strategies (5 Yrs. +)	As above

Programme 39: Customer/ Stakeholder Relationship Management

Programme/Function	Customer/Stakeholder Relationship Management
Programme/Strategic Objective (SMART)	Create positive relationships with all relevant stakeholders through the appropriate management of their expectations and agreed objectives To strengthen participatory governance within the community
Programme Objective Outcome	Support an organisation's strategic objectives by interpreting and influencing both the external and internal environment
Short Term Strategies (1-2 Yrs.)	Establish effective Ward committee structures Establish appropriate forums and meet not less than once per quarter Train all employees on the principles of Batho Pele Establish a Customer Relations unit Ensure effective communication channels using all available mediums Conduct both employee / customer satisfaction surveys at least every second year
Medium Term Strategies (3-4 Yrs.)	Maintain the above disciplines
Long term Strategies (5 Yrs. +)	Maintain the above disciplines

Programme 38: IDP Development

Programme/Function	IDP Development
Programme Objective (SMART)	The Local Government Municipal Systems Act (MSA) No.32 of 2000 as amended, and other relevant supplementary legislative and policy frameworks require that local government structures prepare Integrated Development Plans (IDPs). In compliance with the relevant legislation
Programme Objective Outcome	To provide the strategic framework that guides the municipality's planning and budgeting over the course of a political term to address the needs of the community within acceptable budget parameters
Short Term Strategies (1-2 Yrs.)	Ensure that all phases of the development of an IDP as legislated are complied with Ensure alignment of IDP and Budget Review the IDP annually taking cognizance of budget and internal/ external factors according to approved process plan Ensure that the strategic mandate (intent) of the IDP is effectively delivered through the mechanism of the SDBIP Effective communication to the community through Ward committee participation
Medium Term Strategies (3-4 Yrs.)	Maintain above
Long term Strategies (5 Yrs. +)	Maintain above



5.2.7 STRATEGIC SCORECARD

To measure the progress in achieving the abovementioned strategic goals, programmes strategies and outcomes, a strategic scorecard was developed.

OFFICE OF THE MUNICIPAL MANAGER

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1st Qtr	2nd Qtr	3rd Qtr	4 th Qtr	Evidence
Performance Management	% of KPIs and projects attaining organisational targets (total organisation) by 30 June 2019	Opex	66%		95%	25%	50%	75%	95%	Performance report
	Final SDBIP approved by Mayor within 28 days after approval of Budget	n/a	1		1	N/A	N/A	N/A	1	Approved SDBIP

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and municipal financial management

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1st Qtr	2nd Qtr	3rd Qtr	4 th Qtr	Evidence
Expenditure	% spend of the Total Operational Budget excluding non-cash items by the 30 June 2019	Opex	90%		95%	25%	50%	75%	95%	Budget report
	Remuneration (Employee Related Costs and Councillors Remuneration) as % of Total Operating Expenditure per quarter	Opex	<39%		<39%	<39%	<39%	<39%	<39%	Section 71 report

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1st Qtr	2nd Qtr	3rd Qtr	4 th Qtr	Evidence
Good Governance and oversight	Submission of Final audited consolidated Annual Report to Council on or before end of January 2019	N/A	1		1	N/A	N/A	1	N/A	Council resolution
	Submission of annual report Oversight Report to Council by March 2019	N/A	1		1	N/A	N/A	1	N/A	Council resolution
	2019/20 IDP review process Plan approved by 30th June 2019	N/A	1		1	N/A	N/A	N/A	1	Council resolution
IDP Development	Final IDP tabled and approved by Council by the 31 May 2019	N/A	1		1	N/A	N/A	N/A	1	Council resolution

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1st Qtr	2nd Qtr	3rd Qtr	4 th Qtr	Evidence
Audit	Obtain an Unqualified Auditor General opinion for the 2017/18 financial year	n/a	Qualified Opinion		Unqualified Opinion	N/A	Unqualified Opinion	N/A	N/A	AGSA audit report
	% of Auditor General matters resolved as per the approved audit action plan by 30 June 2019 (Total organisation)	n/a	38%		100%	N/A	N/A	50%	100%	Audit action plan
Audit	% of Internal Audit Findings resolved per quarter as per the Audit Plan (total organisation)	n/a	66%		90%	25%	65%	75%	90%	Quarterly IA status reports

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				Evidence
						1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	
Risk management	number of Risk Management reports submitted to the Risk Management Committee per quarter	n/a	4		4	1	2	3	4	Quarterly Risk management Report
	Number of quarterly Risk Management Committee meetings convened by June 2019	n/a	4		4	1	2	3	4	Attendance register and minutes
	% execution of identified risk management plan within prescribed timeframes per quarter (OMM)	n/a	100%		100%	50%	75%	85%	100%	Quarterly Risk assessment reports

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives: To promote conducive environment for economic growth and development

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Evidence
EPWP	Grant agreement signed between EMLM and dept. of public works stipulating the EPWP targets	N/A	1		1	1	N/A	N/A	N/A	Signed grant agreement

CORPORATE SERVICES

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Evidence
Policy review	Number of policies reviewed	N/A	0		4 (overtime policy, occupational health and safety policy, subsistence and travelling policy, leave policy.	1 overtime policy	3 subsistence and travelling policy occupational health and safety policy,	4 Leave policy	N/A	Council resolution
Policy development	Number of policies developed	N/A	N/A		1 Behavior management policy	N/A	N/A	N/A	1 Behavior management policy	Council resolution
Employment equity	Establishment of employment equity forum by 1 February 2019	N/A	New		N/A	N/A	N/A	1	N/A	appointment letters
	Submission of employment equity report to DOL by 31 st January 2019	N/A	New		N/A	N/A	N/A	1	N/A	Acknowledgement letter
Skills programme	Number of employees approved for study financial assistance	Opex	New		5	2	N/A	3	N/A	Approval letters signed by municipal manager

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Evidence
WSP	Approval of reviewed WSP(work skills plan) by 30 June 2019	N/A	1		1	N/A	N/A	N/A	1	Council resolution
	% of a municipality's budget actually spent on implementing its workplace skills plan	1%	1%		1%	N/A	N/A	N/A	1%	Budget report
LLF	Number of LLF meetings held	n/a	6		12	3	6	9	12	Attendance register and minutes
ICT	Number of ICT steering committee meetings	n/a	5		4	1	2	3	4	Attendance register and minutes
	Number of ICT reports generated	n/a	New		8	2	2	2	8	ICT reports
Customer services	Number of customer care services reports generated	n/a	New		8	2	2	2	8	Customer care reports
Staff turnover	Number of staff turnover reports generated	n/a	New		8	2	2	2	8	Staff turnover reports
Occupational health and safety (OHS)	Number of occupational health and safety reports generated	n/a	New		8	2	2	2	8	OHS reports
Employee Assistance Programme (EAP)	Number of Employee Assistance Programme reports generated	n/a	New		8	2	2	2	8	EAP reports
Disciplinary cases	Number of disciplinary cases reports generated	n/a	New		8	2	2	2	8	Disciplinary cases reports
Training	Number of training reports generated	n/a	New		8	2	2	2	8	Training reports

BUDGET AND TREASURY

KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1 st Qtr	2 nd Qtr	3 rd Qtr	Annual	Evidence
Indigents	% of (indigents) households with access to free basic electricity services by 30 Jun 2019 (GKPI)	Opex	2.5% (1500)		2.5% (1500)	2.5% (1500)	2.5% (1500)	2.5% (2500)	2.5% (2500)	Indigent register and Eskom beneficiary list

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qrt	Evidence
Financial management	Cost coverage ratio by the 30 June 2019 (GKPI)	Opex	4:1		4:1	N/A	N/A	N/A	4:1	2018/2019 AFS
Revenue	% outstanding service debtors to revenue by the 30 June 2019 (GKPI)	Opex	5%		5%	N/A	N/A	N/A	5%	2018/2019 AFS
Budget	Submission of MTRE Budget to Council 30 days before the start of the new financial year	N/A	1		1	N/A	N/A	N/A	1	Council resolution

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Evidence
AFS	Audited Annual Financial Statements (AFS) and Audit report submitted to council by January 2019	N/A	1		1	N/A	N/A	1	N/A	Council resolution
SCM	number of monthly SCM deviation reports submitted to municipal manager	N/A	12		12	3	6	9	12	Signed Deviation register
Expenditure	% Payment of creditors within 30 days	Opex and capex budget	100%		100%	100%	100%	100%	100%	Creditors age analysis
Assets management	Number of assets verification reports submitted to municipal manager by 30 June 2019	n/a	1		1	n/a	n/a	n/a	1	Assets verification report signed by MM

COMMUNITY SERVICES

KPA 4 – BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Evidence
Waste management	% of households with access to a minimum level of basic waste removal by 30 June 2019 (once per week) (GKPI)	Opex	16.5%		16,5%	16.5%	16.5%	16.5%	16.5%	Weekly waste collection schedules
Education/ Libraries	Number of initiatives held to promote library facilities by 30 June 2019	n/a	4		4	1	2	3	4	Attendance register and Reports
Environmental management	Number of waste minimization projects initiated by 30 June 2019 (Environmental awareness programmes)	Opex	4		4	1	2	3	4	Attendance register and Reports
Disaster management	Number of disaster awareness campaigns conducted by 30 June 2019	Opex	8		4	1	2	3	4	Attendance register and Reports

DEVELOPMENTAL PLANNING AND LOCAL ECONOMIC DEVELOPMENT

KPA 1: SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE

Strategic objectives: To promote integrated human settlements

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1st Qtr	2nd Qtr	3rd Qtr	4 th Qtr	Evidence
Spatial Planning	% Site demarcation projects at Ga-Matsepe	Opex	new		100% Site Demarcation Application	20% Inception report	N/A	60% Specialized reports	100% Site Demarcation Application	1 st Qtr Inception Report 2 nd N/A 3 rd Qtr Qtr Specialised report 4 th Qtr Site Demarcation application
Spatial Planning	% Site demarcation projects at Inkosi Mahlangu		New		100% Site Demarcation Application	20% Inception report	N/A	60% Specialized reports	100% Site Demarcation Application	1 st Qtr Inception Report 2 nd N/A 3 rd Qtr Qtr Specialised report 4 th Qtr Site Demarcation application
Spatial Planning	Subdivision of Erven Rossenekal	Opex	New		100% Approved SG Diagrams	25% Inception report	80% Subdivision application	N/A	100% Approved SG Diagrams	1 st Q. Inception report 2 nd Q. Subdivision application 3 rd Q. N/A 4 th Q. Approved SG Diagrams
Land Use Management	% Development of Land use Scheme (LUS)	Opex	100%		Approved Land Use Scheme	25% Inception report	50% Status quo report	75% Draft LUS	100% Approved Land Use Scheme	1 st Q Inception report 2 nd Q. Status quo report 3 rd Q Draft LUS 4 th Q. Approved Land Use Scheme (Council Resolution)
Land Use Management	% of land use applications received and processed within 90 days	Opex	100%		100%	100%	100%	100%	100%	Land use application register

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1st Qtr	2nd Qtr	3rd Qtr	4 th Qtr	Evidence
Compliance with National building regulations	% of new building plans of less than 500 square metres assessed within 10 days of receipt of plans	n/a	100%		100%	100%	100%	100%	100%	Building plans application register
	% of new building plans of more than 500 square meters assessed within 28 days of receipt of plans	n/a	100%		100%	100%	100%	100%	100%	Building plans application register
Compliance with National building regulations	% of inspections conducted on building construction with an approved plan to ensure compliance with National Building Regulations and Building Standards	n/a	100%		100%	100%	100%	100%	100%	Inspection report

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives: To promote conducive environment for economic growth and development

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1st Qtr	2nd Qtr	3rd Qtr	4 th Qtr	Evidence
EPWP	Number of job opportunities provided through EPWP grant by 30 June 2019 (GKPI)	EPWP grant	69		69	N/A	69	N/A	N/A	List of approved appointees
SMME's	Number of networking events held by 30 June 2019	Opex	3		2	N/A	1	N/A	1	Reports and attendance registers
	Number of SMME's and Co-operatives capacity building workshops/ Training held by 30 June 2019 [LED Training]	Opex	21		8	2	4	6	8	Reports and attendance registers
LED strategy	% Reviewal of LED strategy	Opex	1		100% approved LED Strategy	15% Appointment of service provider	20% Inception Report	N/A	100% Approved LED Strategy	1 st Q. Appointment letter 2 nd Q. Inception Report 3 rd Q. N/A 4 th council resolution

EXECUTIVE SUPPORT

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1st Qtr	2nd Qtr	3rd Qtr	4 th Qtr	Evidence
Transversal programmes	number of Transversal programmes implemented in terms of mainstreaming with respect to HIV/AIDS, Gender, Disabled, Woman and Children Rights by the 30 Jun 2019	Opex	6		4	1	2	3	4	Programme and attendance register

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1st Qtr	2nd Qtr	3rd Qtr	Annual	Evidence
Community Participation	number of public participation reports submitted to council	n/a	New		4	1	2	3	4	Council resolution
MPAC	number of MPAC quarterly reports submitted to council	N/A	3		4	1	2	3	4	Council resolution
Mayoral programme	number of Mayoral outreach projects initiated by 30 Jun 2019	Opex	2		4	1	2	3	4	Report and Attendance register

KPA 6: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Strategic objectives: To enhance good governance and public participation

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1st Qtr	2nd Qtr	3rd Qtr	4 th Qtr	Evidence
Ward committee	Number of ward committee reports submitted to council quarterly	N/A	New		4	1	2	3	4	Council resolution
	Number of ward committee conference held	Opex	New		2	1	N/A	1	N/A	report and attendance register

INFRASTRUCTURE SERVICES

KPA 3: LOCAL ECONOMIC DEVELOPMENT

Strategic objectives: To promote conducive environment for economic growth and development

Programme	Key performance indicator	Budget Source	Audited Baseline 2018/19		Annual target					
						1st Qtr	2nd Qtr	3rd Qtr	4 th Art	Evidence
EPWP	Number of job opportunities created on Capital projects through EPWP grant by 30 June 2019 (GKPI)	EPWP grant	630		500	50	180	270	500	List appointees

KPA 4 - BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Strategic objectives: To provide for basic services delivery and sustainable infrastructural development

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17	Annual target		2018/2019				
						1st Qtr	2nd Qtr	3rd Qtr	4 th Qtr	Evidence
Electricity	Number of households connected to basic level of electricity by the 30 June 2019 (GKPI)	INEP	99%	586		N/A	N/A	N/A	586	Beneficiary lists
	% development of public lighting master plan	opex	new	100% developed public lighting master plan and adopted by council		40% Inception, assessment and data collection,	70 % draft public lighting master plan developed	80% Draft public lighting master plan developed	100% Submission of draft public lighting master plan to council for adoption	1 st Qtr progress report 2 nd Qtr progress report 3 rd Qtr Draft public lighting master plan 4 th Qtr Council resolution
Roads and storm water	kilometers of new paved roads to be built	MIG	7.3km	7.3kms		n/a	n/a	n/a	7.3kms	Completion certificates
Roads and storm water	Kilometers of graveled roads regravelled and bladed	Opex	New	155km		40km	70km	110km	155km	Completion certificates
Energy efficiency and demand site management	% installation of energy efficient management system	opex	New	100% completion of installation of energy efficiency management system		25% Advertisement and appointment of the service provider	50% installation of energy efficient	75%% installation of energy efficient	100% completion of installation of energy efficiency management system	Completion certificate

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Evidence
Municipal Infrastructure Grants (MIG)	Number of MIG reports submitted to Coghsta	n/a	New		12	3	6	9	12	Proof of submission
Department of Energy(DOE)	Number of reports submitted to department of energy	n/a	New		12	3	6	9	12	Proof of submission

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

Programme	Key performance indicator	Budget Source	Audited Baseline 2016/17		Annual target	2018/2019				
						1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Evidence
Project Management	% spending on MIG funding by the 30 June 2019	MIG	77%		100%	20%	60%	70%	100%	MIG monthly report
Electricity	% spending on INEP funding by 30 June 2019	INEP	99%		100%	25%	50%	75%	100%	INEP monthly report

CHAPTER 6

Chapter 6: Project phase (CAPITAL PROJECTS)

KPA 2: INSTITUTIONAL DEVELOPMENT AND MUNICIPAL TRANSFORMATION

Strategic Objectives: To build capable, responsive, accountable, effective and efficient municipal institutions and administration

MTSF outcome	IUDF outcome	Strategic Objective	Budget 2018/19	Budget 2019/20	Budget 2020/21		mSCOA Project Segment	mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
		Improved efficiency and effectiveness of the municipal administration										
			400 000	400 000	400 000		Furniture	Furniture & Office Equipment	Revenue		Administration	Default
			500 000	500 000	500 000		Computer equipment	Information technology	Revenue		Administration	Default
			500 000	500 000	500 000		Machinery and equipment		Revenue		Administration	Default
			300 000	-	-		Air conditioners		Revenue		Administration	default

KPA 4: Basic Service Delivery and Infrastructure Development

Strategic Objective: To provide for basic services and sustainable infrastructural development

MTSF outcome	IUDF outcome	Budget 2018/19	Budget 2019/20	Budget 2020/21	mSCOA Project Segment		mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
		521,739	-	-	Fencing of New Town (Thambo Elandsdoorn C) Cemeteries		cemetries	Revenue		Ward 09	Default
		2 ,869,565	-	-	Electrification of households in Makaepa village		Electricity	INEP	Outsourced	Ward 25	Default
		2, 912,391	4 ,783,000	435 000	Electrification of Masakaneng		Electricity	INEP	Outsourced	Ward 14	Default
		2,912, 000	6, 348, 000	2,036, 000	Electrification of New Town village (Thambo)		Electricity	INEP	Outsourced	Ward 09	Default
		-	-	4 ,008,696	Electrification of Uitspanning A		Electricity	INEP	Outsourced	Ward 21	Default
		-	-	4,651 064	Electrification of Mabose		Electricity	INEP	Outsourced	Ward 1	Default
		-	869,565	-	Electrification of Zumapark		Electricity	Revenue		Ward 7	Default
		-	3,478,261	13 ,043,478	Installation of high mast lights in various villages		Electricity	Revenue	Outsourced	All wards	Default
		1 ,304,348	-	-	Installation of electrical meters in Groblersdal		Electricity	Revenue	Outsourced	Ward 13	Default
		869,565	4,347,826	8 ,695,652	Upgrading of Groblersdal sub -station		Electricity	Revenue	Outsourced	Ward 13	Default
		7 ,826,087	-	-	Monsterlus to Makgopheng road , kgoshi Mathebe and Kgoshi Matsepe		Road	MIG			
		4,447,165	-	-	Development of workshop			revenue		Ward 13	
		-	-	8 ,046,957	Upgrading of streets at Elansdoorn		Road	MIG		Ward 8 & 11	
		-	3 ,965,217	-	Hlogotlou Street and Stormwater water control			Revenue		Ward 20	Default
		15 ,601,739	11 ,859,443	-	Kgaphamadi road		Roads	MIG	Outsourced	Ward 21	Default
			-	13 ,913,043	Kgoshi Rammupudi road		Roads	MIG	Outsourced	Ward 26	Default
		6, 087,000	13 ,055,316	-	Laersdrift road		Roads	MIG		Ward 30	Default
		1 ,739,130	4 ,347,826	-	Groblersdal - Roads & Streets		Roads	Revenue		Ward 13	Default
		3 000 000	4 ,347,826	11,895,652	Groblersdal landfill site		Landfill site	Revenue		Ward 13	Default
		-	5 ,217,391	5 ,217 391	Mogaung construction of road		Roads	MIG	Outsourced	Ward 24	Default
		8,817,000	-	-	Naganeng construction of bus route		Roads	MIG	Outsourced	Ward 14	Default
		1,304,348	-	-	Nyakoroane Road construction		Roads	Revenue		Ward 7	Default
		8 ,478,261	-	-	Mpheleng road construction			MIG		Ward 5	Default
		3 ,478,261	3,478,261	-	Motetema internal streets		Roads			Ward 31	Default
		-	7 842,632	-	Tambo Road Construction		Roads	MIG	Outsourced	Ward 9	Default
		-	9 ,782,609	-	JJ Zaaiplaas road		Roads	MIG	Outsourced	Ward 15	Default
		-	-	11 ,304,348	Upgrading of Tafelkop stadium			MIG	Outsourced	Ward 27	Default
		1,500 000	-	-	Ramogwerane to Nkadameng Road and Stormwater		Road	Revenue		Ward 29	Default

KPA 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Strategic Objectives: To improve sound and sustainable municipal financial management

MTSF outcome	IUDF outcome	Budget 2018/19	Budget 2019/20	Budget 2020/21	mSCOA Project Segment		mSCOA Function Segment	mSCOA Fund Segment	mSCOA Item Segment	mSCOA Region Segment	mSCOA Costing Segment
		500 000	-	-	Mobile offices					All wards	Default

Projects by the district municipality and other sectors
(PROJECTS FROM OTHER SECTOR DEPARTMENTS ARE STILL OUTSTANDING)

4.1 SEKHUKHUNE DISTRICT MUNICIPALITY PROJECTS - 2018/19 IDP
BUDGET REVIEW
4.1.1 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT
INFRASTRUCTURE AND WATER SERVICES

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018		INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
RBIG											
To construct Bulk Pipeline and Valve Chambers by June 2019	By monitoring and supervising the project under SLA	Moutse BWS Phase 1-6		Bulk Pipeline and Valve constructed up 54%		Percentage Bulk Pipeline constructed	100% Bulk Pipeline constructed	60 000 000.00			RBIG
To connect mechanical and Electrical (M & E) for the extensions to the Groblersdal Water Treatment Works by June 2018		Moutse BWS Project 13 & 14 (RL14)		The upgrading of WTW is completed		Percentage of M&E components installed	100% M&E Components Installed			-	RBIG
To construct Bulk Pipeline and Valve Chambers by June 2018		Moutse BWS Project 7 - 12		Bulk Pipeline and Valve constructed up 54%		Percentage Bulk Pipeline constructed	100% Bulk Pipeline constructed				

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018		INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
WATER QUALITY											
To generate Water Quality Reports by June 2019	By collecting the samples to accredited laboratory and loading the results into the BDS system	Generation of Water Quality Reports	N/A	10 reports generated		Number of Water Quality Reports generated	12 Water Quality Reports generated	12 000 000.00	12 708 000.00	13 445 064.00	SDM
To conduct Full SANS 241 Analysis by June 2018	By collecting the samples to accredited laboratory	Full SANS 241 Water Quality Analysis		Signed CSIR SLA in 2015/16 financial year		Number of Full SANS 241 Analysis conducted	1 Full SANS 241 Analysis conducted				
To purchase Laboratories chemical by June 2018	By ensuring proper monitoring of usage	Purchase of LAB Chemicals		Term Contractors appointed		Percentage of LAB chemical purchased	100% of LAB chemical purchased				
To participate in Blue and Green Drops Certification Programme by June 2018	By collecting the samples to accredited laboratory and loading the results into the BDS system	Plants participatio n in Blue and Green Drops Certification Programme		15 Water Treatment Works participating in Blue Drop Certification programme in place		Number of Plants participating in Blue and Greed Drops Certification Programme	15 WTW participating in Blue Drop and 15 WWTW Participating in Green Drop Certification Programme				
O & M EXPENDITURE											
To resolve registered sanitation incidents within 14 days.	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	Sanitation incidents	10% registered sanitation incidents	90% registered sanitation incidents		Percentage registered sanitation incidents resolved within 14 days	90% registered sanitation incidents resolved within 14 days	30 000 000.00	31 770 000.00	33 612 660.00	SDM
To resolve registered water incidents within 14 days.	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	Water incidents	10% registered water incidents	90% registered water incidents		Percentage registered water incidents resolved within 14 days	90% registered water incidents resolved within 14 days				
To render tankering services by June 2019	By monitoring the services of tankering	Delivery of portable water	No water supply to Jane Furse hospital	Pipeline from Ga Malekana to Jane Furse Reservior		Kℓof water supply to hospital provided	25760 Kℓ of water supply by tankering	7 000 000.00	-	-	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018		INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To provide diesel consistently to diesel driven machines by June 2019	By purchasing fuel contracted service provider and monitor the supply.	Supply of diesel	39 000 litres diesel supplied	Diesel driven motor pumps		Number of litres of diesel supplied annually	39 000 of litres of diesel supplied annually	1 000 000.00	830 000.00	800 000.00	SDM
To provide petrol consistently to petrol driven machines by June 2018	By purchasing fuel contracted service provider and monitor the supply.	Supply of petrol		5 000 litres petrol supplied		Number of litres of petrol supplied annually	1200 of litres of petrol supplied annually				
To provide oil consistently to diesel and petrol driven machines by June 2018	By purchasing fuel contracted service provider and monitor the supply.	Supply of oil		1500 litres of oil supplied		Number of litres of oil supplied annually	720 litres of oil supplied annually				
To resolve registered M & E incidents within 14 days.	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	Mechanical & Electrical Services	90% registered water incidents	90% resolved registered M&E incidents within 14 days		Percentage of registered mechanical & electrical incidents resolved within 14 days	90% registered mechanical & electrical incidents resolved within 14 days	15 000 000.00	20 000 000.00	25 000 000.00	SDM
To install Bulk Water Meters by June 2018	By procuring bulk water meters. By constructing chambers and installing bulk water meters	Installation of Bulk Water Meters	Bulk componets without meters	Reservoirs in place		Number of Bulk Meters installed	8 Bulk Water Meters installed	5 000 000.00	6 000 000.00	7 000 000.00	SDM
To purchase Mℓ Bulk water by June 2018	By purchasing bulk stores materials, decentralisation of stores, monitoring and evaluating the respond time on the incident report.	ML Bulk Water Purchases		36 865 Mℓ of bulk water supplied		Number of Mℓ water purchased	36 865 Mℓ of water purchased	277 224 800.00	304 947 280.00	335 442 008.00	SDM
PLANNING											
To develop Water Conservation / Water Demand Management Strategy for SDM by June 2018	By management of Water Resources and Capacity Assessment.	Water Conservati on and Water Demand Manageme nt Plan	No WC/WD M strategy in place	Water Services Master Plan and WSDP developed in 2014/15 and 2015/16 FY respectively		Number of WC/WDM Strategy developed	One WC/WDM Strategy developed	10 000 000.00	15 000 000.00	30 000 000.00	SDM
To develop one sanitation master plan by June 2018	By appointment of a Professional Service Provider to develop Sanitation Master Plan	Sanitation Master Plan	Assess ment completed	Professional Service Provider appointed in Nov 2016 scoping report and methodology developed.		Number of Sanitation Master Plan developed	One Sanitation Master Plan developed	2 000 000.00	1 000 000.00	1000000	SDM
To upgrade Groblersdal sewer pump- station by June 2018	By appointment of Professional Service Provider for the planning, design and contract documentation of sewer pump- station upgrade	Groblersdal sewer network	Dilapidated sewer pump station	15% upgrade of the outfall sewer system took place in 2015/16 financial year		% of sewer pump station upgrade completed	50% Upgrade of Sewer pump station (2 pumps refurbished, screens upgrading and alarm system)	2 500 000.00	30 000 000.00	20000000	SDM

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018		INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To develop feasibility study for the upgrade of Marble Hall sewer bulk line and pump- station by June 2018	Appointment of the professional service provider for the development of feasibility study for the upgrading of Marble Hall bulk sewer.	Developme nt of feasibility study in Marble Hall town for bulk sewer and pump station	Old and under capacity of sewer network	Service provider appointed during 2015/16 FY		Number of feasibility studies conducted	01 Feasibility Study completed for Marble Hall Sewer line and pump-station	3 000 000.00	10 000 000.00	15000000	SDM
To conduct Condition Assessment and develop O & M Plans by June 2018	Appointment of Professional Service Provider for the development of the O & M Plans and system	Conduct Condition Assessmen t and develop O & M Plans		Terms of Reference developed and incorporated into the asset Management Plan Contract and tender advertised for the PsP appointment		Percentage conduct of condition assessment and O & M Plan developed	60% conduct of Condition Assessment and O & M Plan developed	1 500 000.00	1 800 000.00		SDM
To Conduct Feasibility Studies and develop Technical		Conduct Feasibility Studies and develop Technical		WSDP, IDP and BWS Master completed in plan 2014		Number of Feasibility Studies conducted and technical	15 Feasibility Studies conducted and technical Reports	8 250 000.00			SDM
Reports for submission to DWS by 30 June 2018		Reports				Reports developed for Lebelelo South Villages Phase 2	developed for Lebelelo South Villages Phase 2				SDM
To review WSDP and Water Master Plan	Update WSDP and Water Master Plan	Review WSDP and Water Master Plan	Outdated WSDP and Water Master Plan	WSDP and water Master Plan		Number of updated WSDP and Water Master Plan	1WSDP and 1 Master Plan Updated	2 000 000.00			SDM
To apply servitude for bulk water infrastructure	By extension of appointed service provider's contract	Applcation of bulk water infrastructure servitude	No records of servitudes in SDM	Inception report for Nebo, Mooihoek and Moutse		Number of bulk water infrastructure servitude approved	Three servitude registered	5 000 000.00	10 000 000.00	12 000 000.00	SDM
COST RECOVERY											
		Develop Monterlus Cost Recovery Strategy	1097hh	No formal cost recovery system in place		Number of cost recovery strategy developed	1 cost recovery strategy developed	2 000 000.00	10 000 000.00		SDM
		Motetema Cost Recovery	754hh	No formal cost recovery system in place		Number of meters installed	950 meters installed	10 000 000.00	10 000 000.00		SDM
WSIG PROJECTS											
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Uitspanning Water Source development	5468hh	Groblerdsdal WTW and Moutse bulk pipeline in progress		Number of water source developed and number of technical reports	2 water sources developed and technical reports prepared	9 820 000	-	-	WSIG
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor		5361hh	Groblerdsdal WTW and Moutse bulk pipeline in progress.		Number of Kilometers of pipeline constructed	3.2km Kilometers of pipeline constructed	-	-	-	WSIG

MEASURABLE OBJECTIVE	STRATEGY	PROJECT	BACKLOG	BASELINE 2017/2018		INDICATORS	ANNUAL TARGET 2018/2019	BUDGET 2018-2019	BUDGET 2019-2020	BUDGET 2020-2021	FUNDER
To develop one water by June 2019	By facilitating the approval of final design by DWS By appointing the contractor	Bulk meter installation zonal Discretion	5754hh	The is existing reticulation network and no pressure to other area		% of pipeline pressure analysed.	100% pipeline pressure analysed.	-	-	5 000 000	WSIG
MIG											
To construct VIP Sanitation units by June 2018 within Elias Motsoaledi Municipality	By establishing project steering committee. By conducting monthly progress meeting with stakeholders	VIP Sanitation Programme Phase 2.2	160 000 HH	15 180 VIP Units constructed		Number of VIP sanitation units constructed	1630 of VIP sanitation units constructed	26 000 000.00	17 315 200.00	425 000 000	MIG
To construct reticulation network in Masakaneng by June 2020	By monitoring the construction	Masakaneng Water Supply		Technical report approval and MIS registration		Percentage of construction completed	100% construction completed	-	29 502 227.26	30 264 678.61	MIG
To complete Zaaiplaas village reticulation	By appointing Service provider on turnkey approach	Zaaiplaas Village Reticulation Phase 2	7057HH	Construction of Dindela Reservoir. Commissioning of bulk pipeline and pump station		Percentage completion of Zaaiplaas village reticulation	100% completion of Zaaiplaas village reticulation		10 000 000.00	-	MIG
To construct yard connections and cost recovery in Tafelkop area by June 2020	By monitoring the construction	Groblersdal Luckau BWS and Cost Recovery Plan	7858HH	Technical report approval and MIS registration		Percentage of construction completed	100% construction completed	-	200 000 000.00	200 000 000.00	MIG
To construct reticulation network in Ga- Phaahla by June 2018	By appointing Service provider	Ga- Phaahla water supply	497HH	Technical report approval and MIS registration		Percentage of construction completed	100% construction completed	6 721 314.72	-	-	MIG
To construct Fetakgomo LM VIP Sanitation units by June 2019	By establishing project steering committee. By conducting monthly progress meeting with stakeholders	VIP Sanitation programme phase 2.2	160 000 HH	15 180 VIP Units constructed		Number of VIP sanitation units constructed	715 VIP Sanitation units constructed	18 340 000.00	17 315 200.00	50 000 000.00	MIG
To construct 30% for the : Completion of bulk water reticulation in Mooiplaas and Strydkraal Supplement	By monitoring the construction	Contract 21.21& 24 : (Bulk, Res, PS & WDM Chamber in various villages)		Water supply below RDP level		% for the : Completion of Bulk, Res, PS & WDM Chamber in various villages	30% for the : Completion of Bulk, Res, PS & WDM Chamber in various villages	9 000 000.00	-	-	MIG
To construct 100% Completion of bulk water for contract 25 to 32 and Chamber in various villages	By monitoring the construction	Completion of bulk water for contract 25 to 32 and Chamber in various villages		Water supply below RDP level		% for the : Completion of Completion of bulk water for contract 25 to 32 and Chamber in various villages	100% for the : Completion of bulk water for contract 25 to 32 and Chamber in various villages	-	64 500 000.00	50 000 000.00	MIG

DEPARTMENT OF EDUCATION

ward										Medium Term Estimates	
No.	Project / Programme Name	Type of Infrastr.	Municipality / Region	Source of Fund.		IDMS Gates / Projects Status	Total Project Costs R'000	Total Expenditure from previous years R'000	2018/19 R'000	2019/20 R'000	2020/21 R,000
16	ASIPHUMELELE SNE SNE 996606800 The Mvula Trust Construct 12 enviroloo toilet seats	Special Needs Education School	SEKHUKHUNE	EIG		Construction 1-25%	1 056	422	634	0	0
11	EKUCATHULENI PRIM ORD 996606726 The Mvula Trust Construct 20 enviroloos	Large Primary School	SEKHUKHUNE	EIG		CONSTRUCTION 1-25%	1 530	1 245	285	0	0
19	JAFTA-BANTABETHU PRIM ORD 924651590 IDT Build 5x 5classroom block, small admin block, nutrition centre, fencing. Restore existing borehole. Supply furniture and fittings to nutrition centre (as per IDT invoice monthly report).	Small Primary School	SEKHUKHUNE	EIG		Construction 51-75%	14 768	4 108	10 660	0	0
28	RAMANA RE-MAGAMPA SEC ORD 996603305 The Mvula Trust Construct 23 enviroloo toilet seats and refurbish 12 enviroloos	Micro Secondary School	SEKHUKHUNE	EIG		Bid Sepecification	2 517	419	2 098	0	0
3	RAMATSHAGALALA SEC ORD 996606607 The Mvula Trust Refurbish 16 existing waterborne toilets	Mega Secondary School	SEKHUKHUNE	EIG			0	13	0	0	0

ESKOM PROJECTS (2018-2019)

PROJECT NAME (VILLAGE)	BUDGET	PLANNED CONNECTIONS
Thabaleboto	R847 618, 50	16
Sehlakwane Keerom	R2 089 003, 58	66
Mohlamme/Bothubakoloi/Lenkwaneng section	R 2 562 199, 02	76
Mosodi Ext.	R1 591 916, 52	70
Magagamatala (Diepklof)	R 671 460, 00	31
Uitspanning A	R 1 927 740, 00	89

Projects by National Department of Environmental Affairs

NAME OF PROJECT / PROGRAMME	AREA OF IMPLEMENTATION	TOTAL BUDGET	PROJECT TIME FRAMES
Lower Olifants project (Alien Plant Control)	Elias Motsoaledi (Around Groblersdal)	R 1 390 000	2018/2019 financial year
DEA Mass Training Programme	Elias Motsoaledi	-	3 months



CHAPTER 7



CHAPTER 7 – INTEGRATION PHASE

This phase of the IDP serve to integrate issues raised ranging from the Analysis Phase.It gives a synopsis of available sector plans that were developed to contribute in addressing challenges identified in all the institutional KPAs. The following Tables serve to detail the sector plans developed and their role in aligning institutional policy.

Table 67: KPA 1: Spatial Rationale

Sector Plan/ Bylaws	Description summary
Spatial Development Framework (SDF), 2013	<p>The municipality reviewed its SDF SDF in 2014. Due to the new SPLUMA legislation, the municipality has put some budget aside to review the SDF in the next financial year in order copmply with SPLAMA act. The purpose of a Spatial Development Framework is to provide general direction to guide Integrated Development Planning and decision-making as well as actions over a multi-year period, and to create a strategic framework for the formulation of an appropriate land use management system.</p> <p>The compilation of a Spatial Development Framework was identified as an important Land Use Management tool that is aligned to the District SDF, LEGDP, PSDf and NSDP.. The SDF addresses the most prevalent spatial needs in the municipal area will be addressed. It incorporates a spatial settlement strategy that promotes mixed land use and enhances service delivery. In addition, the SDF clearly outlines the current situation, as well as the desired form and composition of the municipal settlement development by addressing:</p> <ul style="list-style-type: none">• Current trends regarding development and service provision• Capital investment programmes/priority areas• Strategic Development Areas• Policy direction and objectives• Sustainable rural development• Urban development boundary• Movement• Nodal development• Density/settlements• Environmental management guidelines• Optimal location for Multi-Purpose Community Development Centres (MPCCs) where a range of social and economic services and facilities should be concentrated. <p>The SDF seeks to inform the decisions of development tribunals and other decision-making bodies, as well as create a framework for investor confidence.</p>
Town Planning Scheme	<p>The municipality has developed the town planning scheme which is now outdated and is due for review.The plan provides guidelines on conditions to be imposed regarding the payment contributions for the Provision of services, open spaces andParks as envisaged in Section 20(2) (c) of the Town Planning andTownship Ordinance,1986 (Ordinance 15 of 1986)</p>
Land use management scheme	<p>The municipalty does have the land use management scheme which was developed through the assistance of coghsta.</p>

Sector Plan/ Bylaws	Description summary
Precinct Development Plan for Groblersdal town	<p>The municipality does have the precinct development for Groblersdal town. The plan focuses on Groblersdal town in particular the primary business and agricultural nodes. It engulfs development in an integrated manner.It aims to optimally deal with the following functions:</p> <ul style="list-style-type: none"> Spatial development issues (environment, land use, built form, public space, transport and service infrastructure) Social development issues Economic development issues as well as Institutional mechanisms that could be applied in implementing the planning proposal <p>It is guiding tool for both public and private sector decision making and investment in the area.</p>

Table 68: KPA 6: Municipal Transformation And Organisational Development

Sector Plans/ Policies and bylaws	Description summary
Human Resource strategy	<p>The municipality's HR strategy is central to the delivery of the strategic objectives and would facilitate the core strategy of the municipality. The HR strategy suggest that the municipality invest in humanre resource development (HRD) and performance.</p> <p>HRD is the framework that focuses on the Municipality's competencies at the first stage, training and then then developing the employees.through education to satisfy the municipality's needs.</p>
Employment equity plan	<p>The employment equity policy is developed to promote equal opportunity, diversity and fair treatment in employment through the elimination of unfair discrimination regardless of race, gender, sex, pregnancy marital status, family responsibility, ethnic or social origin, colour etc.</p> <ul style="list-style-type: none"> Objectives of the Plan The establishment and maintenance of workforce Equal access to job opportunities To identify barriers to employment
Performance management framework	<p>The PMS framework is developed to guide and monitor performance of the municipality. Currently, the framework is applied only at senior officials (section 57) managers. The framework is currently under review to be cascaded to officials at lower levels.</p>
Succession Plan	<p>The municipality does not have a succession plan. The Municipality is currently in a process to develop the plan.</p>

Sector Plans/ Policies and bylaws	Description summary
Institutional plans	<p>The municipality developed policies that will ensure that institutional challenges identified in the analysis phase on human resource management. Amongst other policies, the municipality developed the following that will ensure stable and smooth running of the municipality's</p> <ul style="list-style-type: none"> Staff retention policy Employment equity plan Recruitment ,selection and appointment policy Succession Planning and career path Policy
Mayor bursaries policy	<p>The policy is developed to assist learners who intent to persue their studies at tertiary institutions. It further stipulates criterion on how applications should be done. There are processes in place that guides selection of suitable candidates.</p>
Employee assistance programme	<p>The Municipality is concerned with the health, safety, and welfare and job satisfaction of its employees.</p> <p>It is recognised that most human problems can be treated or resolved provided that each is identified in its early stages. This is true whether the problem is one of physical illness, mental or emotional stress, marital or family conflicts, chemical dependency, financial problems or other concerns. These are serious problems, which may have a profound impact upon the lives of those employees affected, their families, fellow employees and their job performance.</p> <p>The intent of the EAP is therefore to ensure the well being of the employee and appropriate job performance, not the termination of employment.</p>
Work skills plan	<p>The municipality develops the WSP on annual basis. The purpose of the plan is to capacitate employees on skills they require to better perform their duties. A skill audit is done to identify scare skills that the institution need for its development and sustainability.</p>
Occupational health and safety policy	<p>The policy has been developed based on the provisions of the bill of rights as contained in the constitution of the Republic of South Africa Act 108 of 1996. The municipality is required to provide and maintain a reasonable and practical work environment that is safe and without risk to the health of the employees.</p>

Table 69: KPA 2: Basic Service Delivery and Infrastructure Development

Sector Plan	Description summary
Refuse Removal bylaw	<p>The purpose of the bylaw is to promote a safe and healthy environment to the residents of EMLM and also to provide procedures,methods and practices to regulate refuse dumping and removal</p>
Waste bylaw	<p>The bylaw covers issues around waste management information system, basic services, commercial services, and transportation and disposal waste. Italso contains information regarding the administrative enforcement.</p>
Electricity bylaw	<p>The electricity supply bylaw was approved by council in terms of the Municipal Systems Act 32 of 2000. It provides conditions and also regulates supply of electricity in the municipal licensed areas (Groblersdal and Rossenekaal).Other areas of the municipality are supplied by ESKOM.</p>
Electricity Master Plan	<p>The municipality developed the electricity master plan in 2014/15 financial yearfor both rural areas and towns within the municipality. The plan is aimed at dealing with the electricity backlog and challenges in the municipality.</p>

Sector Plan	Description summary
Environmental Management Plan	<p>The municipality has developed draft environmental Management Plan as per the requirements of the legislation. ¹The National Environmental Management Act (NEMA), (Act No. 107 of 1998) defines sustainable development as “the integration of social, economic and environmental factors into planning, implementation and decision-making so as to ensure the development serves present and future generations The main objectives is to:</p> <p>Identify environmental impacts, issues, risks and threats within the EMLM.</p> <p>Develop measures and strategies to minimize, mitigate and manage these impacts, risks and threats.</p> <p>The EMLM is committed to responsible environmental stewardship and sustainable development through an effective, appropriate resourced and harmonized institutional framework that:</p> <p>Integrates environmental consideration into planning and development;</p> <p>Undertakes all activities in a sustainable manner to prevent minimize and mitigate negative environmental impacts and enhance positive impacts;</p> <p>Remedies impacts on the environment that were caused through previous activities;</p> <p>Promotes environmental awareness in communities;</p> <p>Ensures accountability is taken for environmental degradation through monitoring and enforcement of all applicable legislation and other requirements.</p>
Integrated Waste Management Plan	<p>The draft integrated waste management plan was developed in 2009 as required by the National Environmental Waste Act of 2008 coupled with the National Environmental Management Act (NEMA). The Plan encapsulate environmental issues ranging from climate and topography, waste surveys waste collection etc.</p>
	<p>The municipality developed a disaster management plan that captures disaster related matters with the following emphasis:</p> <p>Disaster risk maps in the disaster risk assessment report indicate the location of high, medium and low risk areas in the municipality's area of jurisdiction to be address by the local municipality. Therefore, in order to implement appropriate disaster risk reduction programmes, it will be deemed necessary to align all risk areas with the IDP and SDF of the municipality. It is very important not to duplicate projects, but rather to integrate disaster risk reduction into existing development initiatives. All potential risks, hazards and threats have to be dealt with, within each line department (integrate and align it with current existing processes) before it can go to the IDP manager.</p> <p>According to the results of the disaster risk assessment, the following aspects first have to be addressed:</p> <ul style="list-style-type: none"> • Veld fires; • Infrastructure; • Land degradation and • Storms <p>Simultaneously with the above-mentioned, Aganang also has to address</p> <ul style="list-style-type: none"> • Poverty, • Health, • Water,

Sector Plan	Description summary
Disaster Management plan	<ul style="list-style-type: none"> • Road infrastructure, • Telecommunication as a high priority in order to develop community resilience in order to cope with disasters. <p>The municipality must focus on the following risk reduction measures and budget for as part of the IDP process;</p> <ul style="list-style-type: none"> • Appropriate poverty alleviation programmes • Bulk Service delivery <ul style="list-style-type: none"> o Water infrastructure o Road infrastructure o Telecommunication networks o Clinics and Ambulance Services to contribute to health related issues. • Natural Disasters <ul style="list-style-type: none"> o Veld fires • Precaution and proactive measures • Equipment • Human Resources <ul style="list-style-type: none"> o Agricultural Management and Environmental Practices • Protection of the environment (deforestation) • Farm Management Practices (to avoid wide spreading of agricultural diseases) • Drought management practices (optimal use of available water – ground- and irrigated water)
	<ul style="list-style-type: none"> • Farm Management Practices to avoid wide spreading of epidemics <ul style="list-style-type: none"> o Storms <ul style="list-style-type: none"> □ Safe citing in cyclone/storm wind prone areas □ Shelter plantation □ Improving drainage □ Resistant house designs and construction of cyclone shelters

Sector Plan	Description summary
Local Integrated Transport Plan	<p>The developmental role of transport is immense. The economic development of the EMLM is dependent on a number of factors, including transport. Transport is one of the essential elements capable of promoting economic growth and development.</p> <p>There is a huge problem of providing access to transport services and roads in most of the rural areas, including Groblersdal.</p> <p>One of the major roles of the EMLM is to establish a viable and appropriate transportation system in the EMLM area that would support the Local Economic Development (LED) objectives of the EMLM as a whole. The provision of accessible, affordable and acceptable local transport can therefore make a very important improvement in the quality of life for these people. It would therefore take an effective and efficient public passenger transport system to get people to access those social amenities of life such as education, health, recreation, etc.</p>
Infrastructure Road Master Plan	The office of the premier Limpopo is currently developing the integrated infrastructure Master plan. The Plan will indicate key strategic roads in the municipality including other National and Provincial roads that link with the municipality. It outlines the state of all the roads and also infrastructural requirements that the municipality could implement in order to create better, accessible and well-serviced road infrastructure.
Water and sanitation sector Plan	This sector was developed in 2010 when the water function was still performed by the municipality. Currently, SDM is the water authority.
Pavement management system	Indicates priority roads that need to be upgraded. It provides various routes, their locations and number. Provincial and national roads are specified.
Roads and storm water infrastructure services (asset management Plan)	<p>The then Limpopo Department of Local Government and Housing currently known as COGSTA, appointed consultants to develop this Plan in 2008. The purpose of the Plan is to :</p> <ul style="list-style-type: none"> Identify existing and proposed levels of service to be achieved over a 20 year period as well as the expected changes in demand due to planned growth. The life-cycle management needs of the infrastructure development, renewal, operations and maintenance Identify infrastructure asset management improvement needs

Table 70: KPA 3: Local Economic Development

Sector Plan	Description summary
Street vending bylaws	The bylaw provides restrictions on street vending. It further specifies areas where street vending can take place including processes to be followed when applying for street vending in town and the surrounding areas.
Tourism bylaw	Tourism development is one of the functions of the municipality. The policy has been developed to facilitate establishment of and maintain local tourism. The institution is also expected to give support to tourism initiatives.
LED Strategy	<p>The municipality developed the Strategy in 2014. The strategy is currently being earmarked for review. The strategy will in the main guide economic activities within the Elias Motsoaledi Local Municipality, including District wide economic imperatives.</p> <p>It further provides an indication of Potential economic growth points and also gives an overview of how the municipality can improve its economy particularly within the agriculture, tourism and mining sectors. The strategy needs to be reviewed in order to align to the new growth path, LEGDP and NSDP</p>

Table 71: KPA 4: Financial Viability

Sector Plan	Description summary
Financial Plan	Financial plan that reflects three year financials has been developed and is clearly outlined in the analysis phase. This includes an audit action plan that is aimed at responding to issues raised by the Auditor General. Issues that were raised by the AG reflect amongst others challenges that the municipality should attend to. Responses have been provided on challenges raised by the AG's report.
Credit and debt control bylaw	<p>There are nine chapters in this bylaw that covers services to customers of the municipality. Amongst others the bylaw speaks to the following:</p> <ul style="list-style-type: none"> Assessment rates Service to indigent customers Emergencies Unauthorized services and offences
Draft rates bylaw	The bylaw was developed to ensure that all properties within EMLM particularly in towns are rated according to their services. It further indicates categories of properties and how rating should be effected.
Revenue enhancement strategy	The municipality has approved the revenue strategy in order to ensure an increased revenue collection. The strategy indicates various methods and approaches that the municipality will undertake to manage and extend revenue collection in the other areas of the municipality.
Investment Policy	<p>The municipality has approved its investment policy in terms of the Municipal Finance Management Act, Act 56 of 2003, Section 13(2) and the draft municipal investment regulations: "Each Municipal Council and Governing Body shall adopt by resolution an Investment Policy regarding the investment of its money not immediately required.</p> <p>Investments of the Municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the Municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of principal is the foremost objective of the investment program.</p> <p>The Municipality will continue the current cash management and investment practices, which are designed to emphasize safety of capital first, sufficient liquidity to meet obligations second, and the highest possible yield third.</p> <p>Investment shall be made with care, skill, prudence and diligence. The approach must be that which a prudent person acting in a like capacity and familiar with investment matters would use in the investment of funds of like character and with like aims, to safeguard the principal and maintain the liquidity needs of the Municipality. The standard of prudence to be used by the Investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall Investment portfolio. Investment officials are required to:</p> <ul style="list-style-type: none"> Adhere to written procedures and policy guidelines Exercise due diligence Prepare all reports timeously Exercise strict compliance with all legislation <p>The Municipality shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the Municipality will not directly invest in securities maturing more than two years from the date of issue.</p>

Sector Plan	Description summary
Asset management policy and asset management plan	<p>The municipality has approved the asset management policy. The objective of the Asset Management Policy/plan is to prescribe the accounting and administrative policies and procedures relating to Property, Plant & Equipment (PPE), which are fixed assets of Elias Motsoaledi Local Municipality.</p> <p>A summary of the Principles supported in this policy are:</p> <p>A fixed asset shall mean an asset, either movable or immovable, under the control of the Municipality and from which the Municipality reasonably expects to derive economic benefits, or reasonably expects to use in service delivery, over a period extending beyond 12 months.</p> <p>The fixed asset register shall comply with the requirements of Generally Recognized Accounting Practice (GRAP) and any other accounting requirements, which may be prescribed.</p> <p>Fixed assets are classified under the following headings:</p> <ul style="list-style-type: none"> • Land • Infrastructure Assets • Community Assets • Heritage Assets • Investment Properties • Other Assets • Intangible Assets <p>PPE is carried at cost less accumulated depreciation and any impairment losses, except for land and buildings which are revalued. Heritage assets, which are culturally significant resources and which are shown at cost, are not depreciated due to the uncertainty regarding their estimated useful lives. Similarly, land is not depreciated as it is deemed to have an indefinite life.</p> <p>Subsequent expenditure relating to property, plant and equipment is capitalized if it is probable the future economic benefits or potential service delivery of the asset are enhanced in excess of the originally assessed standard of performance. If expenditure only restores the originally assessed standard of performance, then it is regarded as repairs and maintenance and is expensed. The enhancement of an existing asset so that its use is expanded or the further development of an asset so that its original life is extended is examples of subsequent expenditure which are capitalized.</p> <p>The difference between the net book value of assets (cost less accumulated depreciation) and the sales proceeds is reflected as a gain or loss in the statement of financial performance.</p>

Sector Plan	Description summary
Supply chain management system/ policy	<p>The municipality approved the supply chain management policy in terms of section 11 of the Local Government Finance Management Act (MFMA) which requires municipalities to develop and implement a Supply Chain Management Policy. The principle objective of the legislation has been to comply with Section 217 of the Constitution, which among other things states that when contracting for goods and services the system must be fair, equitable, transparent, competitive and cost effective.</p> <p>Supply Chain Management (SCM) generally refers to the management of activities along the supply chain.</p> <p>The MFMA and its relevant regulations also identify processes/ mechanisms which must be included in a SCM Policy.</p> <p>The Supply Chain Management System is applicable for the:</p> <ul style="list-style-type: none"> • Procurement by the Municipality of all goods and services or works • Selection of contractors to provide assistance in the provision of municipal services • Selection of external mechanisms for the provision of municipal services in circumstances contemplated in Section 83 of the Local Municipal Systems Act • Disposal of assets or goods no longer required • Letting or sale of Municipal property. <p>Elias Motsoaledi Local Municipality Supply Chain Management Policy was last reviewed on 16 November 2011. It is currently again under review and will be tabled to Council for adoption in May 2012</p> <p>The specific objective of the SCM Unit is to ensure effective, efficient and transparent SCM systems, complemented by a strategy of coordinating and implementing comprehensive demand management plans as per the approved budget.</p> <ul style="list-style-type: none"> • Audit action plan • Financial plan • Debt management plan • Audit committee appointed

Table 72: KPA 5: Good Governance and Public Participation

Sector plan/ policies	Description summary
Communication Strategy	<p>The institution reviews its communication strategy on annual basis. The strategy is based on the following Communication Mandates:</p> <ul style="list-style-type: none"> The National GCIS framework The Constitution of the Republic of South Africa, 1996 The State of the Nation Address 2009 (SONA). State of the Province Address 2009 (SOPA) State of the District Address 2009 (SODA) SALGA resolutions on Communications Conference 2006. Municipality Systems Act of 2000 on Public Participation Limpopo Economic Growth and Development Plan All other regulations, policies, acts that demand for more commitment on communicating government activities to the citizenry. <p>Objectives:</p> <ul style="list-style-type: none"> To enhance communication between Elias Motsoaledi Local Municipality and its stakeholders - Internal and External To enhance coordination of communication activities between the National, Provincial, Local government and the parastatals To encourage public participation through the empowerment of communities with information To promote indigenous languages that represents and appreciates diversity in our Municipality To project the positive image of the municipality locally, provincially, nationally and internationally To forge links with the media houses To develop and maintain correct public perceptions and build community's trust on Municipality's programmes To effectively communicate democratic Government achievements, challenges and interventions To intensify the struggle against poverty by implementing development communication and information to the communities.
Internal audit function (Audit charter)	<p>The internal audit charter and audit committee charter are available. The municipality is in a process of appointing both internal auditors and also audit committee. The Function of Elias Motsoaledi Local Municipality Internal Audit is to provide an independent, objective assurance and consulting services which are designed to add value and improve the municipality's operations. To help the municipality achieve its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.</p> <p>The Audit Committee currently has 5 members appointed as at 04 January 2017.</p>
Ward committees policy	<p>The policy outlines roles functions of ward committees and also gives a guide on how ward committees are established. It further indicates the role communities in the establishment of these committees.</p>
Ward committee system	<p>Systems to manage and control ward committees has been developed. The office of the speaker is allocated with a function to monitor and develop programmes that ward committees will implement at ward level. The committees communicate through the ward councillor in case they've issues to raise with the municipality</p>

Sector plan/ policies	Description summary
Anti-corruption and fraud strategy/Plan	<p>The strategy is in place and reviewed annually. The strategy is developed to govern the reporting investigation and handling of fraud and other crimes of dishonesty. The municipality is committed in ensuring that fraud and corruption are dealt with severely. The policy is therefore based on the following principles:</p> <ul style="list-style-type: none"> To have high standard of business ethics Maintain business control to protect all assets from crime and fraud
Risk management strategy	<p>The council has developed the risk management strategy and is being reviewed annually. The reviewed strategy for 2017-2018 will be tabled to council in may 2017.</p>
Council committees	<p>The council consist of the following committee which are functional</p> <ul style="list-style-type: none"> Executive committee Section 79 and 80 committees Oversight committee (MPAC)
Complaints management system	<p>The municipality has established a customer care desk which located in the coporate services department. The community uses the suggestion boxes that are placed in all municipal offices for either complaints or comments.</p>
Spplly chain committees	<p>The municipality has the following functional supply chain committees: bid committee,</p>
Oversight committee	<p>MPAC has been established to play an oversight role on the day to day activities of council.</p>

Table 73: Sector plan/ bylaws

Sector Plan/ Bylaws	Description summary
Disaster Management Framework	<p>The municipality developed a Disaster Management framework in 2006. The Plan is currently under review.</p> <p>The development of the framework will be in line with the district disaster management.</p>
Parking area bylaw	<p>The bylaw entails parking conditions including various miscellaneous such as :</p> <ul style="list-style-type: none"> Damage to vehicles Responsibility for offence Authorized persons Obstructions Abandoned vehicles Refusal of admission
Management , maintenance and control of taxi rank facilities bylaw	<p>Council approved the bylaw in 2007. The purpose of the by- law is to control and manage taxi industry including facilities as per the road traffic regulations Act (National Road Traffic Act of 1996). Licensing of vehicles is being regulated including the following:</p> <ul style="list-style-type: none"> Transfer of licenses Maintenance and displaying of stand license and identification Payment of license fees Part three of the bylaw provides terms of establishing transport forum and the roles of that forum

Sector Plan/ Bylaws	Description summary
HIV/AIDS Policy	The policy was developed to ensure that employees are treated equally and fairly irrespective of whether they are affected by HIV/AIDS or any other life- threatening diseases at the workplace.
Building regulations bylaw	The bylaw has been developed as per the requirements of National Building Regulations and Building standards Act 103 of 1977. The purpose the bylaw is to provide for the promotion of uniformity in the law relating to the erection of buildings in the municipal jurisdiction.

Table 74: KPA 6: Municipal Transformation And Organisational Development

Sector Plans/ Policies and bylaws	Description summary
Human Resource strategy	<p>The municipality's HR strategy is central to the delivery of the strategic objectives and would facilitate the core strategy of the municipality. The HR strategy suggest that the municipality invest in humanre resource development (HRD) and performance.</p> <p>HRD is the framework that focuses on the Municipality's competencies at the first stage, training and then then developing the employees. through education to satisfy the municipality's needs.</p>
Employment equity plan	<p>The employment equity policy is developed to promote equal opportunity, diversity and fair treatment in employment through the elimination of unfair discrimination regardless of race, gender, sex, pregnancy marital status, family responsibility, ethnic or social origin, colour etc.</p> <ul style="list-style-type: none"> Objectives of the Plan The establishment and maintenance of workforce Equal access to job opportunities To identify barriers to employment
Performance management framework	The PMS framework is developed to guide and monitor performance of the municipality. Currently, the framework is applied only at senior officials (section 57) managers. The framework is currently under review to be cascaded to officials at lower levels.
Succession Plan	The municipality does not have a succession plan. The Municipality is currently in a process to develop the plan.
Institutional plans	<p>The municipality developed policies that will ensure that institutional challenges identified in the analysis phase on human resource management. Amongst other policies, the municipality developed the following that will ensure stable and smooth running of the municipality's</p> <ul style="list-style-type: none"> Staff retention policy Employment equity plan Recruitment ,selection and appointment policy Succession Planning and career path Policy
Municipal Development Plan vision 2030	The municipality will develop the municipal Development plan vision 2030 that is aligned to the NDP (National Development Plan). The plan will focus mainly on development areas that the municipality will have to persuade.
Mayor bursaries policy	The policy is developed to assist learners who intent to persue their studies at tertiary institutions. It further stipulates criterion on how applications should be done. There are processes in place that guides selection of suitable candidates.

Sector Plans/ Policies and bylaws	Description summary
Employee assistance programme	<p>The Municipality is concerned with the health, safety, and welfare and job satisfaction of its employees.</p> <p>It is recognised that most human problems can be treated or resolved provided that each is identified in its early stages. This is true whether the problem is one of physical illness, mental or emotional stress, marital or family conflicts, chemical dependency, financial problems or other concerns. These are serious problems, which may have a profound impact upon the lives of those employees affected, their families, fellow employees and their job performance.</p> <p>The intent of the EAP is therefore to ensure the well being of the employee and appropriate job performance, not the termination of employment.</p>
Work skills plan	The municipality develops the WSP on annual basis. The purpose of the plan is to capacitate employees on skills they require to better perform their duties. A skill audit is done to identify scare skills that the institution need for its development and sustainability.
Occupational health and safety policy	The policy has been developed based on the provisions of the bill of rights as contained in the constitution of the Republic of South Africa Act 108 of 1996. The municipality is required to provide and maintain a reasonable and practical work environment that is safe and without risk to the health of the employees.

The background of the slide features a close-up, slightly blurred image of several South African banknotes. A pink 100 Rand note is visible on the left, with the word 'RAND' and the number '100' partially visible. Overlaid on this are a yellow 50 Rand note and a green 20 Rand note. The word 'BANK' is printed on the yellow and green notes. The text 'CHAPTER 8' is superimposed on a semi-transparent white rounded rectangle in the center-left of the image.

CHAPTER 8

CHAPTER 8 – FINANCIAL PLAN

8.1 THE FINANCIAL STRATEGY

The financial framework wherein Council executes its mandate as a Category B, Grade 3 local authority finds its subsistence from the vision and mission statements of the municipality. The activities of Council are driven by their desire to fulfil the developmental role of a local authority and to maintain sustainable municipal services on a generally accepted standard to all its residents. Council endeavours to realise these aspirations within the essentiality of financial viability. Basic economic principles as well as good and sound business practices are taken into consideration when implementing operational activities as well as capital projects. In order to execute its mandate and fulfil in its desires it is essential that the municipality have access to adequate sources of revenue from both its own operations, intergovernmental transfers and external investors.

8.2 CASH / LIQUIDITY POSITION

The effective management of cash as well as the maintenance of a cash flow model to ensure that the municipality will fulfil timorously in all its obligations towards service providers, personnel and other financial commitments is vital for both the short- and long-term survival of the municipality. In addition to budget control and management, a cash flow model is maintained to ensure that expenditure is incurred in line with the cash reserves available within the municipality.

8.3 SUSTAINABILITY

The effective continuation of municipal services is determined by the sustainability of the service. The budgets related to the services are balanced in order to ensure that the expenditure will be covered by the income. Said income is generated through the implementation of Council's tariff structure, which is based on affordability. The level of the services is in line with the affordability level of the community it serves. Due to an unemployment level, in excess of 40% there are a substantial number of poor households, which are not financially equipped to pay for the basic services provided. Hence, subsidisation is supplied by means of a differentiated tariff structure in which case the shortfall is financed from the equitable share from national government.

8.4 EFFECTIVE AND EFFICIENT USE OF RESOURCES

The utilisation of the Municipality's resources is guided by means of standard operating procedures or policy statements provided by the Council.

8.5 ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE

Since the Municipality's activities are mainly financed from public resources, it remains essential to enable to be accountable by means of various forums and processes. As required by legislation, amongst others the Municipal Finance Management Act, no 56 of 2003, the municipality endeavours to be accountable to all its stakeholders who are responsible for providing resources to the Municipality. The compilation of the Integrated Development Plan as well as the Budget is communicated by means of forum meetings and the ward committee system uphold by Council. Hereby

all stakeholders can submit their needs and/or requirements for municipal services. As required by legislation, report back meetings are to be held and Council meetings are open for attendance by any stakeholder. The annual reports, including the annual report from the Office of the Auditor General, are compiled within the prescribed format and timeframes.

8.6 REDISTRIBUTION

The Municipality endeavours to treat all people in terms of the Batho Pele principles. A basic level of municipal services is available to all the residents, regardless of their own financial capacity. In case where a basic municipal service is not affordable to a resident, it is financed from the equitable share from national government.

8.7 DEVELOPMENT AND INVESTMENT

Due to the backlogs in basic services, it is essential that the Municipality continue to invest in the development and maintenance of infrastructure to address these backlogs. Council is addressing this matter by means of the Integrated Development Plan as well as the Capital Program.

8.8 BORROWING

Through the various capital markets as well as other financial institutions, financial resources are available to address the backlog in infrastructure development. It is however, essential that a Loan Redemption Fund be maintained which is substantiated by means of a cash investment, in order to fulfil timorously in debt repayment without extra-ordinary fluctuations in tariffs.

8.9 FINANCIAL MANAGEMENT STRATEGIES AND PROGRAMMES

The following financial management strategies and programmes were identified and implemented:

8.9.1 FIVE-YEAR STRATEGIC INFORMATION TECHNOLOGY PLAN

Mainly for the maintenance of effective information technology systems within the Municipality. The development of an integrated Management Information System (MIS) together with a GIS is in progress.

8.9.2 ASSET MANAGEMENT PLAN

A computerised bar-code asset management system is maintained in order to ensure accountable utilization and reporting on assets.

8.9.3 BUDGETARY OFFICE

The establishing of a budget office in terms of the determination of the Municipal Finance Management Act, no 56 of 2003.

8.10 GROWTH AND DEVELOPMENT STRATEGY

The following key strategies constitute a summary of the financial plan that has been identified for the EMLM in mapping out the way forward:

Short-Term Strategies

- Development of a credible, balanced and cash-backed budget
- Effective cash-flow management, forecasting and monitoring
- Effective management of operating and capital expenditure
- Effective implementation of standard chart of accounts (SCOA) project by July 2015 financial year
- effective implementation of credit control and debt collection measures

Medium-Term Strategies

Implementation of a revenue enhancement strategy, which includes the following:

- Existing fees, tariffs and charges must be reviewed annually to optimise unit cost recovery
- Identification of additional revenue streams
- Getting value for money - In short this speaks to procurement of goods.
- Ensure that there is financial accountability
- Ensure that over time we achieve financial sustainability and abolish our reliance on grants to operate.
- Enhancement of the current revenue base for the purpose of promoting initiatives aimed at sustainable revenue growth.

CHAPTER 9

CHAPTER 9 – PERFORMANCE MANAGEMENT

9.1 BACKGROUND OVERVIEW

EMLM acknowledges the importance of performance management as a key driver to accelerate service delivery and improve accountability in local government. Improving accountability rests on the creating requisite structures, mechanisms and processes to create a culture of accountability and transparency. In this regard, EMLM is committed to implementing a performance management system (PMS) that is commensurate with its resources and best suite its circumstances in order to inculcate a culture of performance amongst its administration.

In fulfillment of the commitment to improve accountability, the municipality has developed a Performance Management Procedure Management (PMPM) to guide the implementation of the PMS through-out the municipal administration. In this regard, the municipality has outlined a process on the development of performance measures, key performance areas (KPAs), key performance indicators (KPIs) and targets to drive performance management. The municipal performance measures will help to formulate simple, measurable, attainable and realistic KPIs and targets for all the strategies and projects identified.

Performance monitoring has always been a major tool in ensuring quality service delivery, however the municipality has not yet cascaded PMS to the lower levels except for the section 57 managers and will fulfill this mandate on the successful implementation of the automated PMS; known as Lebelela, provided by the service provider namely the Institute.

9.1.1 Purpose

The purpose of the framework is to customize the principles and framework of performance management for Elias Motsoaledi Local Municipality in order to provide policy measures and practical guidelines for the improvement of organisational and individual performance and service delivery. The Municipal Planning and Performance Management regulations of 2001, sec 7 (1) stipulates that a performance management system (PMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players.

9.1.2 Scope of application

The principles and framework of performance management in Elias Motsoaledi Local Municipality applies to section 57 employees as well as other staff categories. Hence these policy measures are applicable to all employees of the Elias Motsoaledi Local employees, subject to the relevant regulatory prescripts. This includes fixed-term contract and permanent employees who are governed by collective agreements stemming from the bargaining council process.

9.1.3 Policy and Legislative Framework for Performance Management

The Constitution of the RSA, 1996 (Act 108 of 1996)

The constitution (1996), section 152, dealing with the objects of local government, paves the way for performance management with the requirement for an "accountable government ". The democratic values and principles in terms of section 195(1) are also linked with the concept of, inter alia, the promotion of

efficient, economic and effective use of resources, accountable public administration, to be transparent by providing information, to be response to the needs of the community, and to facilitate a culture of public service and accountability amongst staff.

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)

The major PMS policy instruments is the 1998 White Paper on Local Government supported by the Batho Pele Principles, which policies was given legal stature through the adoption of the Municipal Systems Act in 2000 (Act 32 of 2000).

The Act in reference requires the municipalities to:

- Develop a performance management system
- Set targets, monitor and review the performance of the municipality based on indicators linked to their Integrated Development Plan (IDP).
- Publish an annual performance report on performance of the municipality forming part of its annual report as per the Municipal Finance Management Act (MFMA).
- Conduct, on a continuous basis, an internal audit of all performance measures.
- Have their annual performance report audited by the Auditor – General.
- Involve the community in setting indicators and targets and reviewing municipal performance.

The municipality must compile an annual report, which must include a performance report compiled in terms of the Systems Act.

Local Government: Municipal Structures Act, 1998 (Act 117 of 1998)

- The needs of the community.
- Its priorities to meet those needs.
- Its processes for involving the community.
- Its organisational and delivery mechanisms for meeting the needs of the community; and
- Its overall performance in achieving the objectives referred to in subsection. Municipal Council must further develop mechanisms to consult the community and community organisations in performing its functions and exercising its powers.

The Municipal Planning and Performance Management regulations (No 796, 24 August 2001)

The Municipal Planning and Performance Management Regulations set out in detail requirements for municipal performance management systems. Each component of the proposed framework in this document is strongly informed by the Regulations. The Regulations deal with provisions for the following aspects of the Performance Management System:

- α) The framework that describes and represents the municipality's cycle and processes for the Performance management system and other criteria and stipulations, and the adoption of the Performance Management System;
- β) The setting of performance targets, and the monitoring, measurement and review of performance;

- χ) Internal Auditing of performance measurements;
- δ) Community participation in respect of performance management.

Regulations for Municipal Managers and managers reporting directly to Municipal Mangers, 2006

The regulation describing the process of how the performance of municipal managers will be, describing the process of how the performance of municipal managers will be uniformly directed and monitored. They address the job description, employment contract, as well as the performance agreement that is to be entered into between respective municipalities, municipal managers and managers directly accountable to municipal managers.

The Municipal Finance Management Act, No 56 of 2003

It requires municipalities to annually adopt a Service Delivery and Budget Implementation Plan (SDBIP) with the service delivery targets and performance indicators. Whilst considering and approving the annual budget the municipality must also set measurable targets for each revenue source and vote. In terms of a circular issued by National Treasury, provision is also made to the compilation on an annual basis of department SDBIP’S.

Batho Pele (1998)

The White Paper on Transforming Public Service Delivery (Batho Pele) puts forward eight principles for good public service that should be encapsulated in a municipal performance management system, namely;

- α) Consultation: citizens should be consulted about the level and quality of public service they receive, and, where possible, should be given a choice about the services that are provided.
- β) Service standards: citizens should know what standard of service to expect.
- χ) Access: all citizens should have equal access to the services to which they are entitled.
- δ) Courtesy: citizens should be treated with courtesy and consideration.
- ε) Information: citizens should be given full and accurate information about the public services they are entitled to receive.
- φ) Openness and transparency: citizens should know how departments are run, how resources are spent, and who is in charge of particular services.
- γ) Redress: if the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response.

“Importantly, the Batho Pele white Paper notes that the development of a service-oriented culture requires the active participation of the wider community. Municipalities need constant feedback from service-users if they are to improve their operations. Local partners can be mobilised to assist in building a service culture”- The White Paper on Local Government (1998).

9.2 OBJECTIVES OF THE PERFORMANCE MANAGEMENT FRAMEWORK

The objectives of institutionalising Performance Management System, beyond the fulfilling of legislative requirements, is to serve as a primary mechanism to monitor, review and improve the implementation of the municipality’s IDP. In doing so, it should fulfil the following functions:

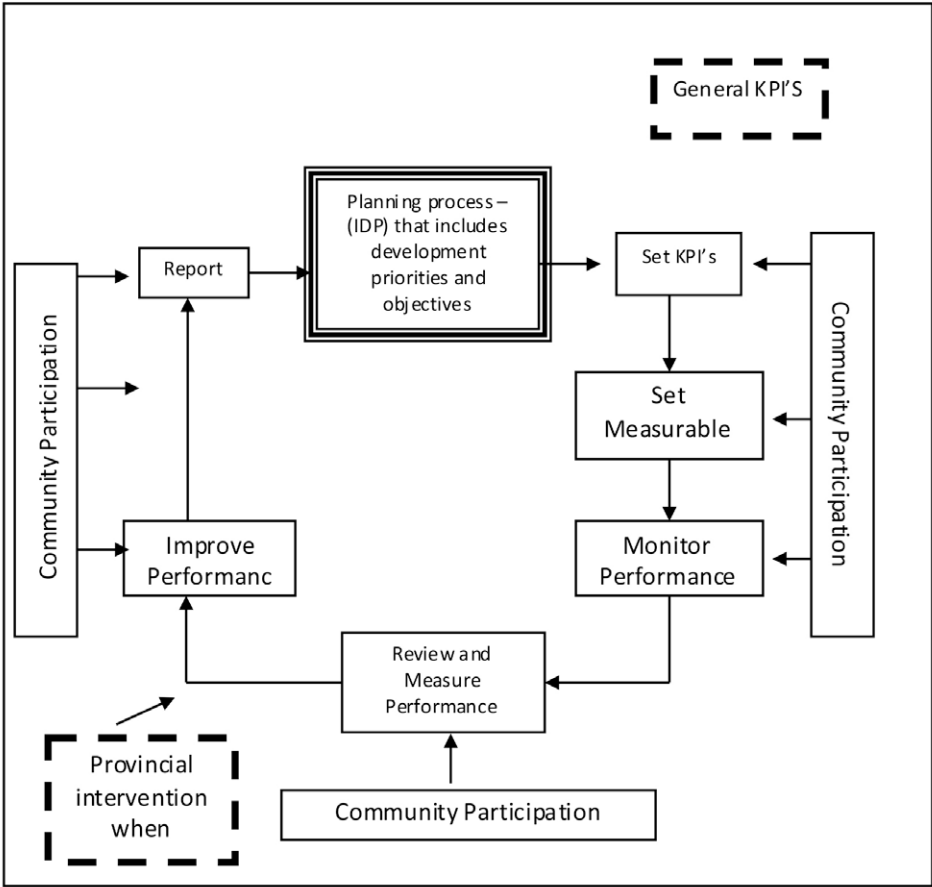
- Achieve sustainable improvement in service delivery,

- To promote a culture of performance management among its political structures, political office bearers and councillors and its administration,
- To administer municipal affairs in an economical, effective, efficient and accountable manner,
- To align employee’s performance to the departmental strategic and operational goals,
- To provide a systematic framework for performance planning, performance monitoring and review and performance appraisal.
- To promote a shared sense of responsibility amongst staff for the achievement of strategic goals and objectives
- To promote a culture of transparency and participation through open dialogue about goals and the achievement thereof, personal development, and performance improvement,
- To encourage managers to effectively create conditions for staff to perform optimally,
- To provide a framework of assessment for identifying good and poor performance and to act appropriately through development and the recognition and rewarding of good performance and
- Encourage and reward good performance.

9.3 INITIALIZING THE PMS

Initialising a PMS in Elias Motsoaledi is a phase that involves the development of a framework within which performance management process will happen. It involves where performance management starts and what should be done to make it work as outlined in the figure below:

Figure 22: Initialising the Performance Management System



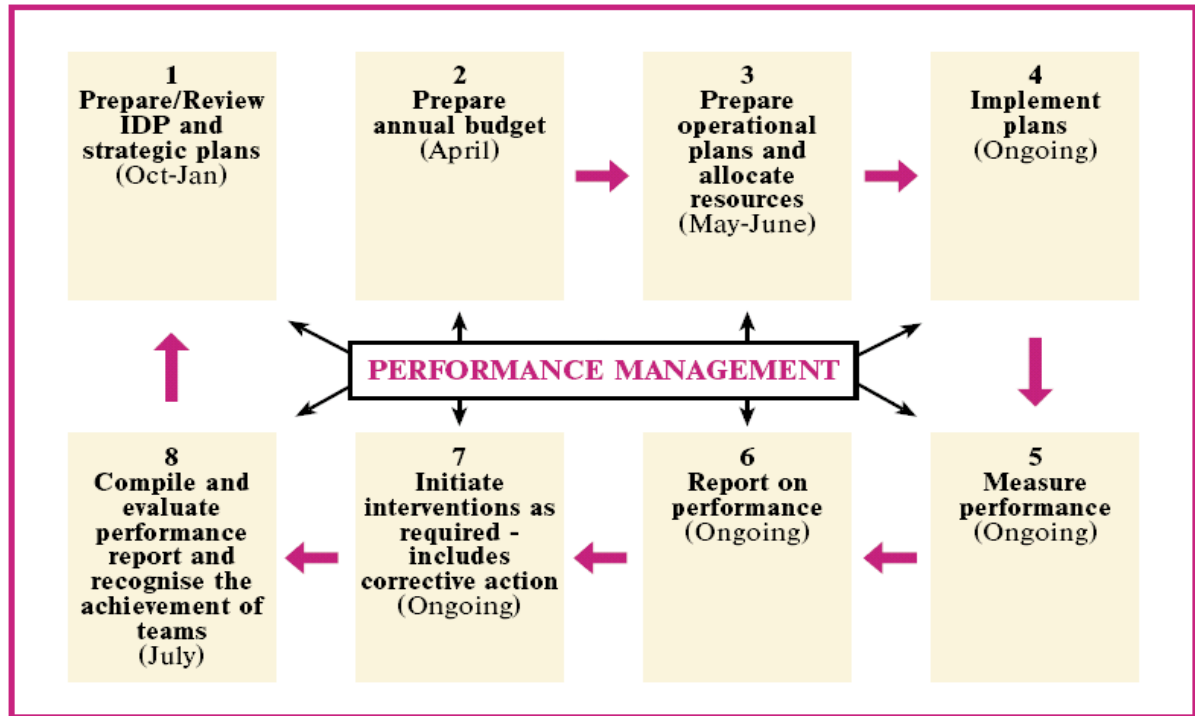
9.4 DELEGATION OF RESPONSIBILITIES

Municipal Systems Act of 2000, no 32 of 2000(sec 39) dictates apart from establishing a PMS system, how a municipality must develop and manage the system. The Act as in section 39 identifies the role-players that are mainly responsible for managing the system.

“The executive committee or executive mayor of a municipality or, if the municipality does not have an executive committee or an executive mayor, a committee of councillors appointed by the municipal council must:

- α) Manage the development of performance management system;
- β) Assign responsibilities in this regard to the municipal manager, and
- γ) Submit the proposed system to the municipal council for adoption”.

The Mayor is responsible for overseeing the implementation of the PMS of the municipality. The Mayor of Elias Motsoaledi Local Municipality therefore must officially delegate the relevant responsibilities to Municipal Manager.



As can be seen from the above, the cycle begins at the planning stage with the development and review of the existing IDP and strategic plans and ends with the compilation and evaluation of performance reports and recognises team achievements.

9.5.2 Assessments

The municipality/council need to conduct assessment on how planning, implementation and monitoring happen within the municipality; this will assist to identify gaps in terms of IDP and the requirements of the performance management.

9.5.3 Creating structures for public participation

Elias Motsoaledi Local Municipality will use the IDP Representative Forum as the structure for stakeholder participation in Performance Management System. As far as possible; the Performance Management structures for Elias Motsoaledi Local Municipality should be the same as those of the IDP.

9.5.4 Publication of the system

After the reviewal of the framework the municipality shall take the framework to the public for public comments together with the key performance indicators and targets in accordance with its Integrated Development Plan. This shall be done before the commencement of the financial year and also as part of the publication of the IDP review document of the following financial year.

9.5.5 Adoption of the system

Public comments will be taken into consideration when adopting the final system. Following the incorporation of the public comments into the draft system, the final draft should be prepared for submission to Council. The Council should adopt the system when it is satisfied that the process was handled in accordance with the legislation and the proposed system complies with the requirements of the law.

9.6 PRINCIPLES GOVERNING PERFORMANCE MANAGEMENT

The following are principles that inform the development and implementation of Performance Management System in Elias Motsoaledi Local Municipality.

9.6.1 Simplicity

The system must be simple and user friendly that will assist the municipality to operate within the capacity of its financial, human resources and information management system.

9.6.2 Politically driven

The above legislation clearly tasks the municipal council and the mayor as the owner of the PMS while the Executive management drive the implementation and improvement of the system.

9.6.3 Transparency and Accountability

Members of the organization whose performance will be monitored and measured must ensure that the process of managing performance is inclusive open and transparent. This can only be achieved by taking effective participation in the design and implementation of the system within the municipality. Again, the process must involve and empower communities so that they are able to understand how the municipality and its departments are run, how resources are spent, and who is in charge of particular services. Similarly, all information on the performance of departments should be available for other managers, employees, the public and specific interest groups.

9.6.4 Integration

The performance management system should be integrated into other management processes in the municipality, such that it becomes a tool for more efficient and effective management rather than an additional reporting burden. It should be seen as a central tool to the ongoing management functions.

9.6.5 Objectivity

The system should be clear without any ambiguity; i.e. state what need to be measured to enhance objectivity and credibility.

9.7 COMPONENTS OF PMS FRAMEWORK

9.7.1 Setting measures and targets

The setting of measures and targets happens during the IDP process and is linked to the strategic objectives of the IDP. Performance measures and targets are used to show how the Municipality is performing on its objectives. This stage comprises setting measures and targets, and then gathering data and information on these measures to assess the progress of the Municipality. Performance measurement allows Municipalities to compare their actual performance to their intended performance, and against nationally defined minimum standards. It will also, in time, allow for the comparison of their performance against that of other Municipalities.

9.7.2 Performance planning

The performance of the Municipality is to be managed in terms of its IDP and the process of compiling an IDP and the annual review thereof constitutes the process of planning for performance. It should be noted that the last component of the cycle is that of performance review and the

Outcome of such a review process must inform the next cycle of IDP compilation/review by focusing the planning processes on those areas in which the Municipality has underperformed.

9.7.3 Performance measurement

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. The setting of measures and targets happens during the IDP process and is linked to the strategic objectives of the IDP. To ensure the integrity of the targets set, baseline information based on backlog and current performance should be used as the basis for setting sound measures and targets. Performance measurement allows the Municipality to compare their actual performance in relation to backlog and current performance.

9.7.4 Performance monitoring

Performance monitoring is an ongoing process by which a Manager accountable for a specific indicator as set out in the organizational scorecard and a service delivery target contained in a SDBIP continuously monitors current performance against targets set. The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

9.7.5 Performance analysis

Performance analysis involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the reasons therefore should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organizational learning.

The analysis of the organizational and SDBIP scorecards by management should also ensure that quality performance reports are submitted to executive Committee and that adequate response strategies are proposed in cases of poor performance. Only once management has considered the scorecards, agreed to the analyses undertaken and captured therein and have reached consensus on the corrective action as proposed, can the organizational and SDBIP scorecards be submitted to council for consideration.

9.8 PERFORMANCE MANAGEMENT CYCLE

9.8.1 Organizational Level

The organizational performance management system can be defined as the planning process whereby the organization set the strategic agenda, vision and mission, as well as strategic objectives for the upcoming financial year/s, and the desired performance results. Performance management at organizational level involves the following stages:

1.1.2 Planning

The Integrated Development Planning (IDP) process and the Performance Management Process should appear to be seamlessly integrated. The IDP fulfills the planning stage of performance management. Performance management fulfills the implementation management, monitoring and evaluation of the IDP process.

1.1.3 Priority setting

In setting priorities municipality should consider the following:

- An assessment of development in the municipal area, identifying development challenges, marginalized and vulnerable citizens and communities
- A long term development vision for the municipal area that overcomes its development challenges
- A set of delivery priorities and objectives, based on identified needs, achievable in the current term of office, that would contribute significantly to the achievement of the development vision for the area
- A set of internal transformation strategies, priorities and objectives, whose achievement would enable the delivery and the realization of the development vision
- Additional projects identified in contributing to the achievement of the above objectives
- A financial plan and medium term income and expenditure framework that is aligned to the priorities of the municipality
- A spatial development framework
- To be useful in the management of performance, the IDP must provide very clear objectives, indicators by which to measure the achievement of the objectives and unambiguous targets for those indicators.

1.1.4 Setting objectives

All components of the integrated development plan whether they are strategies or priority areas; need to be translated into a set of clear and tangible objectives. This is a crucial stage in ensuring that there is clarity on the IDP and that suitable indicator are found. A clear and concise construction of statement of objectives is needed. The statement requires a tangible, measurable and unambiguous commitment to be made. It is often useful to have a clear timeframe attached to this commitment in your objective statement.

9.8.5 setting key performance Indicators

KPIs are measurements that tell us whether progress is being made in achieving our goals. Indicators should describe performance dimension considered key in measuring performance. The ethos of performance management as implemented in local governments and captured in the Municipal Systems Act and Municipal Planning and Performance Management Regulation rely centrally on the use of Key Performance Indicators.

9.8.6 Incorporating the General Key Performance Indicators

The following general key performance indicators are prescribed in Section 10 of the Municipal Planning and Performance Management Regulations, 2001 and must be reported on annually:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- The percentage of households earning less than R1100 per month with access to free basic services;
- The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan;
- The number of jobs created through municipality's local economic development initiatives including capital projects;
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan;
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan; and
- Financial viability as expressed by ratios that measure debt coverage, outstanding service debtors to revenue, and cost coverage

9.8.7 Setting targets

The municipality should have clear objectives for its IDP and identified appropriate indicators. Targets are purely goals or milestones for what we intend an indicator to measure at various timeframes. Performance targets are planned level of performance or milestones an organization sets for itself for each indicator identified. Targets are usually expressed in quantity or time terms.

9.8.8 Monitoring

Monitoring is a continuous process of measuring, assessing, analyzing and evaluating the performance of the organization and departments with regard to KPIs and targets. Mechanisms, systems and processes for monitoring should provide for reporting at least twice per annum to the municipal council and the community, it should enable detection of early indication of underperformance and provide for corrective measures.

9.9 PERFORMANCE REPORTING AND REVIEWS

9.9.1 In year Performance Reporting and Review (frequency of reporting)

The performance of the municipality will be reviewed on a quarterly basis. Management will review the report and submit it to executive committee. The executive committee in reviewing the institutional scorecard submitted to it on a quarterly basis will have to ensure that targets committed to in the scorecard have been met, where they have not, that satisfactory and sufficient reasons have been provided by senior management and that the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed it must be adopted as formal resolutions of the executive Committee, minutes and auctioned accordingly, then be taken to council.

The reporting will take place in October for first quarter, in January for second quarter and the review will coincide with

the mid-year performance assessment as per section 72 of the MFMA. The said section determines that the accounting officer must by 25 January of each year assess the performance of the municipality and report to (council) the Mayor of the municipality; the national treasury and all relevant provincial offices on its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP. Third quarter report will be submitted in April. The fourth quarter report will be submitted in July. Fourth quarter report will be incorporated in the institutional annual report which will be prepared for submission to Auditor General by the end of August each year.

9.9.2 Departmental reviews

It is intended that departments review their performance at least monthly and quarterly for early detection of none performance and come up with corrective measures. It is important that departments use these reviews as an opportunity for reflections on their goals and programme and whether these are being achieved.

9.9.3 Portfolio Committee Reviews

Each portfolio committee will review the performance of their respective departments against, targets set in scorecard. Portfolio committees should ensure that the reasons for poor performance are satisfactory and sufficient, to address the reason for poor performance.

9.9.4 Executive committee reviews

On a quarterly basis, the Executive Committee should engage in an intensive review of municipal performance against the scorecard as reported by the municipal manager. Many of the indicators in the scorecard will only be measurable on an annual basis. The quarterly reviews should thus culminate in a comprehensive annual review of performance. The review should reflect on the performance of services. The Executive Committee will need to ensure that targets in the scorecard are being met, where they are not, that satisfactory and sufficient

Reasons are provided and that the corrective action being proposed is sufficient to address the reasons for poor performance. The review should focus on reviewing the systematic compliance to the performance management system, by departments, portfolio committees and the municipal manager.

9.9.5 Council reviews

At least twice annually, the council will be required to review municipal performance. It is proposed that this reporting take place using the strategic scorecard in an annual report. The Municipal Systems Act requires that the annual report should at least constitute a performance report (the strategic scorecard), financial statements and an audit report.

9.9.6 Public reviews

The Municipal Systems Act requires the public to be given the opportunity to review municipal performance. It is proposed that in addition to the annual report mentioned above, a user-friendly community's report should be produced for public consumption. The communities' report should be a simple, easily readable and attractive document that translates the strategic scorecard for public consumption. It is also proposed that a public campaign be annually embarked on to involve communities in the review of municipal performance. Such a campaign could involve the following methodologies:

- Ward committees be reported to and submit their review of the municipality to council. The performance

management team should be used to summarise this input.

- Various forms of media including radio, newspapers and billboards can be used to convey the communities’ report. The public should be invited to submit comment via telephone, fax, email and public hearings to be held in a variety of locations.
- The public reviews should be concluded by a review by the IDP Representative Forum.

9.9.7 Reporting to other Spheres of Government

The municipality will report to other spheres of government stipulated in the MFMA and the Municipal systems Act. Those spheres of government are as follows:

Local government (all quarterly reports, SDBIP, IDP, revised SDBIP and annual report, mid-year performance assessment)

National treasury (SDBIP, Revised SDBIP and annual report, mid-year performance assessment)

Provincial treasury (SDBIP, Revised SDBIP and annual report, mid-year performance assessment)

Auditor General's office. (Annual report and Financial Statements)

Relevant documents will be submitted to relevant spheres of government as per legislations.

9.9.8 Line of accountability

Municipal Manager will hold all Directors accountable for their performances. Mayor and Council will hold Municipal Manager accountable for the performance of the municipality. Communities will hold the council of the municipality for the performance of the institution.

9.10 AUDITING AND QUALITY CONTROL

All auditing will comply with Section 14 of the Municipal Planning and Performance Management Regulations (2001).

9.10.1 Quality control and co-ordination

The Office of the Municipal Manager, overseen by and reporting regularly to the PMS Management Team will be required on an ongoing basis to co-ordinate and ensure good quality of reporting and reviews. It will be its role to ensure conformity to reporting formats and check the reliability of reported information, where possible.

9.10.2 Internal audit

The municipality's internal audit function will be continuously involved in auditing the performance reports of SDBIPs and the organisational scorecard. As required by the regulations, they will be required to produce an audit report on a quarterly basis, to be submitted to the Municipal Manager and Audit Committee.

Auditing is necessary to prevent:

- Inconsistencies in performance management definition or methodology of data collection;
- Incorrect processing and poor documentation of performance management;
- Biased information collection and reporting by those whose image is at stake in the performance management process.

The Regulations specify that any auditing must include assessment of:

- The functionality of the municipality's performance management system;
- The compliance of the system with the legislation; and
- The extent to which performance measurements are reliable in measuring performance of the municipality

9.10.3 Performance audit committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councilor may be a member of an audit committee. Council must also appoint a chairperson who is not an employee of the municipality. EMLM has established single audit committee which performs both duties financial and performance of the municipality.

The Regulations gives municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee when dealing with performance management is governed by section 14 (2-3) of the Regulations which require that the audit committee must:

- Review the quarterly reports submitted to it by the internal audit unit
- Review the municipality's PMS and make recommendations in this regard to the Council of the Municipality
- At least twice during a financial year submit an audit report to municipal Council

In order to fulfill their function a performance audit committee may, according to the MFMA and the Regulations,

- Communicate directly with the council, Municipal Manager or the internal; and external auditors of the municipality concerned;
- **3**Access any municipal records containing information that is needed to perform its duties or exercise its powers;
- Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

9.11 PERFORMANCE INVESTIGATIONS

The Audit Committee will be able to commission in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. Performance investigations should assess

- The reliability of reported information
- The extent of performance gaps from targets
- The reasons for performance gaps
- Corrective action and improvement strategies

9.12 ROLES OF STAKEHOLDERS [UPDATED INFORMATION]

Identification of stakeholders

The municipality has identified the following role players and their responsibilities in the development and implementation of performance management system.

- Citizens and communities, including community based organizations, non-governmental organizations, business and organized business.
- Councillors, including The Mayor, Portfolio Committees and Council.
- Officials, including Municipal Manager, management team, line management.
- General municipal staff
- Internal Audit
- Audit committee
- Auditor General

9.12.1 Municipal Council

Planning	Monitoring		
	Review	Reporting	Performance assessment
<ul style="list-style-type: none">• Adopts priorities and objectives of the Integrated Development Plan.• Adopts the PMS framework.• Adopts the municipal measurable objectives that is priorities and objectives of the IDP.• Establish an over-sight committee for the purpose of the annual report.	<ul style="list-style-type: none">• Approves the annual review programme of the IDP.• Approves changes to the SDBIP and adjustment Budget• Approves any changes to the priorities, objectives, key performance indicators and performance targets of the municipality.• Consider the oversight report from the oversight committee.	<ul style="list-style-type: none">• Receives externally audited performance reports from the Mayor twice a year.• Reports the municipality performance to the community at least twice a year.• Approves recommendations for the improvement of the performance management system.• Annually receives the appraisal of the Municipal Manager and Strategic Managers’ performance.• Submits the municipal annual report to the Auditor General and the MEC	<ul style="list-style-type: none">• Approves the municipal annual audit plan and any substantial changes to it.• Approves the implementation of the recommendations of the Performance Audit Committee with regard to both improvement in the performance of the municipality or improvement of the performance management system itself.• Receives performance audit report from the Auditor General and approves implementation of its recommendations

9.12.2 Mayor

Planning	Monitoring		
	Review	Reporting	Performance assessment
<ul style="list-style-type: none">• Submits priorities and objectives of the Integrated Development Plan to Council for approval.• Submits the PMS framework for approval.• Approves the Service Delivery and Budget Implementation Plans.• Enters into a performance agreement with the Municipal manager on behalf of Council.• Assigns the responsibility for the management of the PMS to the Municipal Manager.• Tables the budget and SDBIP to Council for approval.	<ul style="list-style-type: none">• Proposes to Council, the annual review programme of the IDP, including the review of key performance indicators and performance targets.• Proposes changes to the priorities, objectives, key performance indicators and performance targets of the municipality.• Quarterly evaluates the performance of the municipality against adopted KPIs and targets.• Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipality.• Quarterly and annually evaluates	<ul style="list-style-type: none">• Receives monthly budget statement.• Receives performance reports quarterly from the internal auditor.• Receives performance reports twice a year from the Audit Committee.• Receives monthly and quarterly reports from the Municipal Manager on the performance of Strategic Managers and the rest of the staff.• Report to council on the mid-term review and the annual report on the performance of the municipality.• Reports to Council on the recommendations for the improvement	<ul style="list-style-type: none">• Submits the municipal annual audit plan and any substantial changes to council for approval.• Approves the implementation of the recommendations of the internal auditor with regard to both improvement in the performance of the municipality or improvement of the performance management system itself.• Receives performance audit report(s) from the Auditor General and makes recommendations to Council.

9.12.3 The Municipal Manager

Planning	Implementation	Monitoring		
		Review	Reporting	Performance assessment
<ul style="list-style-type: none"> Coordinates the process of needs identification and prioritization among all stakeholders, including community structures. Coordinates the formulation and revision of the PMS framework. Leads the process of the formulation and revision of the Service Delivery and Budget Implementation Plans. Enters into a performance agreement with Strategic Managers on behalf of Council. 	<ul style="list-style-type: none"> Manages the overall implementation of the IDP. Ensures that all role players implement the provisions of the PMS framework. Ensures that the Departmental scorecards and departmental annual programmes serve the strategic scorecard of the municipality. Ensures that annual programmes are implemented according to the targets and timeframes agreed to. Implements performance improvement measures approved by the Mayor and the Council. Ensures that performance objectives in the Strategic Managers' performance agreements are achieved. 	<ul style="list-style-type: none"> Formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets for the consideration of Council Committees and the Mayor. Formulation of the annual performance improvement measures of the municipality as part of the new municipal strategic scorecard. Quarterly reviews the performance of departments to improve the economy, efficiency and effectiveness of the municipal 	<ul style="list-style-type: none"> Receives performance reports quarterly from the internal auditor. Receives performance reports twice a year from the Performance Audit Committee. Receives monthly departmental performance reports. Reports once in two months to council committees and the Mayor on the performance of Departments. Annually reports on the performance of Strategic Managers. Submit the municipal annual 	<ul style="list-style-type: none"> Formulates the municipal annual audit plan. Formulates a response to the recommendations of the internal auditor and the Audit Committee. Formulates a response to performance audit report of the Auditor General and makes recommendations to the Mayor

9.12.4 Council Committees

Planning	Monitoring		
	Review	Reporting	Performance assessment
<ul style="list-style-type: none"> Advise the Mayor on priorities and objectives of the Integrated Development Plan. 	<ul style="list-style-type: none"> Participate in the formulation of the annual review programme of the IDP, including the review of key performance indicators and performance targets. 	<ul style="list-style-type: none"> Reports to the Mayor on the recommendations for the improvement of the performance management system. Council adopts the over-sight report. 	<ul style="list-style-type: none"> Advices the Mayor on the implementation of the recommendations of the internal auditor.

9.12.5 Section 57 Managers and Sub-component Managers and Line Function Supervisors

Planning	Monitoring			
	Review	Reporting	Performance audit	Performance assessment
<ul style="list-style-type: none"> Participates in the formulation of the Top level SDBIP. Manages subordinates' performance measurement system. Enters into a performance agreement with the Municipal Manager. 	<ul style="list-style-type: none"> Manages the implementation of the Departmental SDBIP. Ensures that performance objectives in the performance agreements are achieved. 	<ul style="list-style-type: none"> Quarterly and annually reviews the performance of the department to improve the economy, efficiency and effectiveness of the departments. 	<ul style="list-style-type: none"> Reports on the implementation of improvement measures adopted by the Mayor and Council. Annually reports on the performance of the department. 	<ul style="list-style-type: none"> Participates in the formulation of the response to the recommendations of the internal auditor, Audit Committee and the Auditor General.

9.12.6 General Municipal Staff

Planning	Monitoring		
	Review	Reporting	Performance assessment
<ul style="list-style-type: none"> Participates in the development of the Technical SDBIP. Participates in the development of their own performance measurement. 	<ul style="list-style-type: none"> Executes individual work plans. 	<ul style="list-style-type: none"> Participates in the review of departmental plans. Participates in the review of own performance. 	<ul style="list-style-type: none"> Reports to line manager.

9.12.7 Internal Audit

Planning	Monitoring	
	Review	Reporting assessment
<ul style="list-style-type: none"> Develop a risk and compliance based audit plan. 	<ul style="list-style-type: none"> Measures the performance of departments according to KPIs and performance targets set. Ensures that the system complies with the Act. Audit the performance measures in the municipal scorecard and departmental scorecards. Conduct compliance based audit. 	<ul style="list-style-type: none"> Submit quarterly reports to the Municipal Manager. Submit quarterly reports to the Performance Audit Committee.

9.12.8 Audit Committee

Planning	Monitoring	
	Review	Reporting assessment
<ul style="list-style-type: none">Receives and approves the annual audit plan.	<ul style="list-style-type: none">Review quarterly reports from the internal audit committee on quarterly bases	<ul style="list-style-type: none">Reports quarterly to the municipal Council.

9.12.9 Auditor General

Planning	Monitoring	
	Review	Reporting assessment
<ul style="list-style-type: none">Receives and approves the annual audit plan.	<ul style="list-style-type: none">Review annual reports from the internal audit committee on quarterly bases	<ul style="list-style-type: none">Reports quarterly to the municipal Council.

9.12.10 The Community

Planning	Monitoring	
	Review	Reporting assessment
<ul style="list-style-type: none">Participate in the drafting and implementation of the municipality's IDP through established forumsParticipates in the setting of KPIs and targets for the municipality every yearMake representations on the draft annual budget	<ul style="list-style-type: none">Participate in the annual review of performance through their involvement in the development of the Oversight Report	<ul style="list-style-type: none">Receive annual performance and budget reports from councilParticipate in the development of the oversight report

9.13 EMPLOYEE PERFORMANCE

9.13.1. Issues relating to the implementation of regulations

It is important to link the organisational performance and individual performance and how individual performance can be cascaded from the municipal manager down to the operational.

The performance of a municipality is integrally linked to that of the staff. If the employees do not perform, the municipality would fail, hence it is critical to manage both at the same time, but separately. The legislative requirement for measuring individual performance requires the municipal manager, and heads of department to sign performance contracts that must include:

- Performance objectives, targets and timeframes.
- Standards and procedures for evaluating performance with the interval for evaluation
- The performance objectives and targets must be practical, measurable and based on the key performance indicators set out in the IDP

9.13.2 Responsibilities for implementing the system

The responsibility of the municipality is to draw up performance measures contracts of members of the top management team, consisting of the municipal manager and Directors. The contract is called the service delivery and budget implementation plan (SDBIP). The plan will flow out of the municipal manager's individual performance plan. It is necessary for all section 56 employees to sign formal performance contracts, and it is required that all employees have job descriptions. This job description must be aligned with individual performance plan of Directors. In this way all employees are working towards common goal. It is the responsibility of the employer to create a conducive environment in which the employees can deliver on the objectives and targets set for them in their performance contracts and job descriptions.

9.13.3 Employment contract

The Municipal Systems Act (see section 57) provides that there must be a written employment contract between the municipality the municipal manager and managers directly accountable to municipal manager.

9.13.4 Applicable legislation

The regulations (see sub-regulation 4(1)) provide that the employment contract must be subject to the terms and conditions of the Systems Act, the MFMA, and other applicable legislation. In the event that the employment contract does not refer to the applicability of other legislation, that omission will not affect the legal validity of the employment contract. The employment contract will, in any event, be subordinate to any legislation even in the case where the parties themselves are unaware of such legislation.

9.13.5 Validity of employment contract

The regulations (see sub-regulation 4(4)(a)) further provide that employment in terms of an employment contract must be subject to the signing of a separate performance agreement within 60 calendar days after assumption of duty and annually within one month after the commencement of the financial year. It is important to bear in mind that both the employment contract and the performance agreement are entered into separately by the parties. In the event that the performance agreement has not been entered into after the expiration of the time limit, it amounts to a breach of the

employment conditions and the party responsible for such breach must be put on terms. It is important to emphasise that the failure to enter into a performance agreement does not automatically render the employment contract invalid. The party responsible for this breach must be given an opportunity to remedy the breach. Failure by the party responsible for the breach to remedy the breach may result in the other party initiating a contract termination process if it so feels.

1.α.6 Performance agreement

The performance agreement (see sub regulation 8(2) read with sub-regulation 23) provides the basis upon which the municipality will reward good performance on the part of the employee. Performance Agreements form the basis upon which the performance of Section 56 staff are measured and monitored against targets. The performance agreement is put in place to comply with the provisions of Section 57 (1)(b), (4A),(4B) and (5) of the Municipal Systems Act as well as the employment contract entered into between the parties. This agreement must be entered into for each financial year and be reviewed annually. According to the Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006), the performance agreements fulfil the following key purposes:

- o specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer’s expectations of the employee’s performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- o specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- o monitor and measure performance against set targeted outputs;
- o use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- o and in the event of outstanding performance, to appropriately reward the employee;
- o Give effect to the employer’s commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

It is understood that a performance agreement comprises a performance plan and a personal development plan.

1.α.7 Performance plan

The performance plan establishes:

- o a detailed set of objectives and targets to be met by the Section 56 employee as well as;
- o The time frames within which these should be met.

The specifics of the performance plan will be determined by the Executive Committee, in consultation with the employee, and will be based on the IDP, SDBIP and the Budget. It shall include the following elements:

- o Key Objectives
- o Key Performance Indicators
- o Targets
- o Weightings

In addition, the employee will be measured in terms of their contribution to the goals and strategic planning as set out in the Municipality’s IDP.

1.α.8 Personal development plan

As part of the performance agreement, a personal development plan will be included. This section should state the activities, including training, that the employee wishes to undertake to improve themselves or is required to take to better fulfill the needs of the job. It is the responsibility of the individual to ensure that development plan is implemented.

Evaluating performance

The Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006) stipulates in detail how the evaluation process should be undertaken.

1.α.9 Evaluators

For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons will be established -

- Executive Mayor/ Mayor
- Chairperson of the performance audit committee;
- Any Member of the Executive Committee/ Mayoral Committee;
- Municipal manager from another municipality.
- Ward committee representative

For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons will be established

- Municipal Manager;
- Chairperson of the performance audit committee;
- Member of the Executive committee/ Mayoral committee
- Municipal manager from another municipality.

1.α.10 Process & scoring

Performance will be reviewed on a quarterly basis within two weeks after completion of the evaluation of a unit (department or section) to which the employee belongs or managing. The employer will keep a record of the mid-year review and annual assessment meetings. The performance plan will include a Personal Development Plan, in order to address any weaknesses or skills gaps which may have been identified. In summary, the annual performance appraisal will involve an assessment of results as outlined in the performance plan, discussed below. It is also important to note that during the 1st quarter assessment, the process will be informal to ensure implementation of corrections and remedies. The mid- year and annual assessment will be formal.

KPA assessment

- Each KPA will be assessed according to whether performance indicators have been met.
- An indicative rating on a 5-point scale will be provided for each KPA
- The applicable assessment rating calculator will be used to add to the scores and calculate the final KPA score based on a weighted average score.
- The KPA’s assessment will constitute of 80%

CCR assessment

- Each CCR will be assessed according to performance indicators that have been met
- An indicative rating on a 5-point scale will be provided for each CCR
- The rating is multiplied by the weighting given to each CCR, to provide a score
- The applicable assessment-rating calculator will be used to add to the scores and calculate the final CCR score, based on a weighted average score.
- The CCR will form part of the personal development plan as per agreement
- The CCR will constitute 20%

9.13.11 Rewarding employee performance

In accordance with regulation 32, a performance bonus, based on affordability, may be paid to the employee after-

- The annual report for the financial year under review has been tabled and adopted by the municipal council.
- An evaluation of performance in accordance with the provision of regulation 23
- Approval of such evaluation by the municipal council as a reward for outstanding performances

The “outstanding” work performance of employees is to be rewarded as follows:

- The Five KPAs account for 80% of assessment while the CCRs make up the other 20% of the assessment.
- A score of 75% to 100% is awarded a performance bonus ranging from 10% to 14%; and
- A score of 65% to 74% is awarded a performance bonus ranging from 5% to 9%.

Rating		Description
5	Outstanding	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance Plan and maintained this in all areas of responsibility throughout the year.
4	Above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.

2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review / assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.
1	Unacceptable	Performance does not meet the standard expected for the job. The review / assessment indicate that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.

PERFORMANCE APPRAISAL OF KPAs AND CCRs				
Level	DESCRIPTION	Rating	Assessment score	Performance bonus ratios
Level 5: Outstanding Performance	Performance far exceeds the standard expected for the job in all areas of the manager. The manager has achieved exceptional results against all performance criteria and indicators specified in the Performance Plan and maintained this in all areas of responsibility throughout the year.	5	75 – 100	Maximum bonus allowed ito. Regulations is between 10% and 14% of person's inclusive annual remuneration package The % as determined per Council Resolution is as follows: 75 – 76% 77 – 78% - 79 – 80% - 81 – 84% - 85 – 100%
Level 4: Performance significantly above expectations	Performance is significantly higher than the standard expected for the job in all areas. The manager has achieved above fully effective results against more than half of the performance criteria and indicators specified in the Performance Plan and fully achieved all others throughout the year.	4	65 – 74	Maximum bonus allowed ito. Regulations is between 5% and 9% of person's inclusive annual remuneration package The % as determined per Council Resolution is as follows: 65 – 66% 67 – 68% 69 – 70% 72% - 73 – 74% - 9%

PERFORMANCE APPRAISAL OF KPAs AND CCRs				
Level	DESCRIPTION	Rating	Assessment score	Performance bonus ratios
Level 3: Fully effective	Performance fully meets the standard expected for the job in all areas. The manager has achieved effective results against all significant performance criteria and indicators specified in the Performance Plan and may have achieved results significantly above expectations in one or two less significant areas throughout the year.	3	51 – 64	No bonus
Level 2: Performance not fully satisfactory	Performance is below the standard required for the job in key areas. The manager has achieved adequate results against many key performance criteria and indicators specified in the Performance Plan but did not fully achieved adequate results against others during the course of the year. Improvement in these areas is necessary to bring performance up to the standard expected.	2	31 – 50	No bonus
Level 1: Unacceptable performance	Performance does not meet the standard required for the job. The manager has not met one or more fundamental requirements and/or is achieving results that are well below the performance criteria and indicators in a number of significant areas of responsibility. The manager has failed to demonstrate the commitment or ability to bring performance up to the level expected despite efforts to encourage improvement.	1	Less than 30	No bonus

1.1.12 Managing poor performance

1.1.12.1 Early Warning Mechanisms

The municipality's quarterly reviews performance report should be used as early warning mechanisms to assess performance of a department or even the entire municipality, to determine whether the annual performance targets are likely to be achieved or not . The departments should have in place mechanisms to improve its performance and indicate to the internal audit and performance audit committee how they intend to achieve better.

1.1.12.2 Addressing Poor Performance

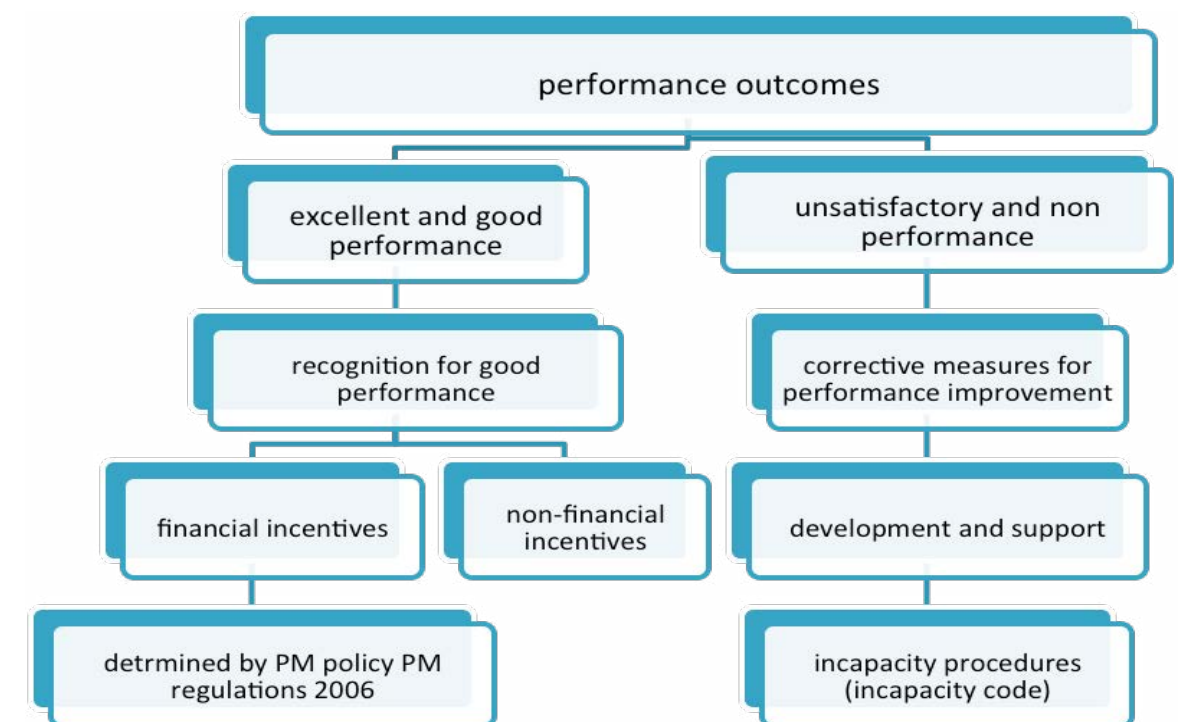
The management of poor performance should be seen as a corrective process, focusing on addressing issues that lead to performance related problems. Counseling is seen as the first corrective process, which should include the following:

- Identify and agree on the problem.
- Describe the impact of the poor performance.
- Establish reasons for performance
- Decide and agree on what actions are required, and set the necessary timeframes
- Resource the agreed actions

1.1.13 Performance outcomes

The performance evaluation process will identify whether individual performance was satisfactory, or above or below satisfactory. The regulations require that an employee's supervisor shall inform the employee in writing of the outcome of the assessment and if the employee's performance is unsatisfactory, of the reasons for that assessment. An employee, who is not satisfied with the outcome of her or his assessment, may refuse to sign it. The employee's supervisor must clearly identify the appeals route for an employee who is not satisfied with the outcome of her or his assessment. At any appeal against the outcome of her/his assessment, a fellow employee or a representative of her or his trade union may assist the employee.

The nature of the outcome will identify what steps then need to be taken in relation to the staff member who has been evaluated. These outcomes are reflected in the diagram below:



In case of unacceptable performance, the municipality shall:

- Provide remedial and developmental support to assist the employee to improve the performance
- If the situation does not change, the municipality can consider termination of the contract based on poor performance or operational incapacity after due consideration of other applicable legislations.

1.1.14 **Networking and knowledge sharing**

Networking and sharing knowledge with other municipalities locally, regionally, nationally and internationally will enhance the usefulness and effectiveness of the municipal performance management system. A useful idea is the setting up learning networks, where municipalities of similar capacity share challenges and successes in implementing PMS.

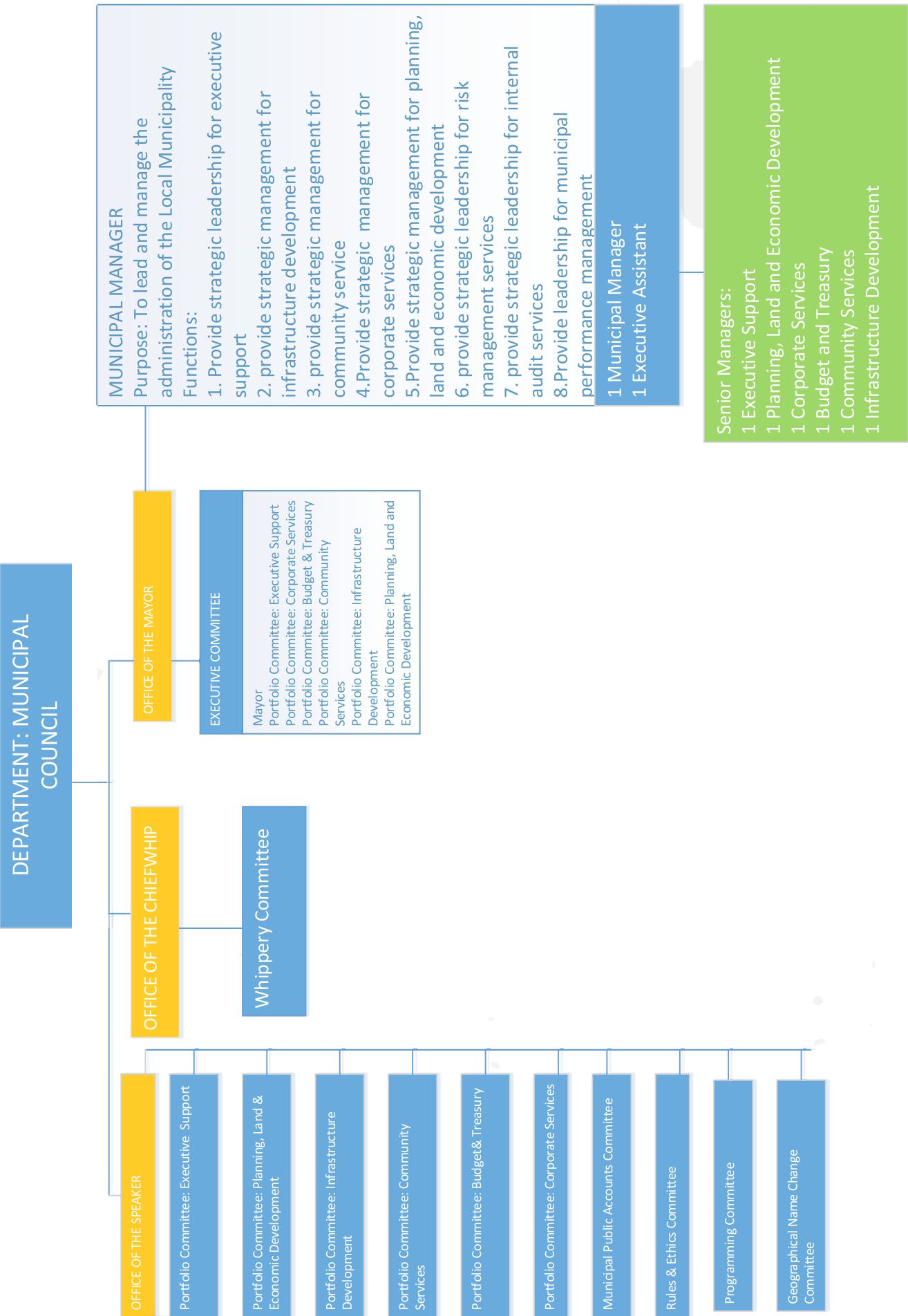
9.14 **CONCLUSION**

This policy framework of performance management supplies the necessary guidelines and directions for the development, implementation and management of Performance Management System of the Elias Motsoaledi Local Municipality. The ultimate objective of the performance management system is to introduce a new way of doing things and to become accountable on the use of resources and increasing customer value for ultimately creating better quality of life for its citizens.

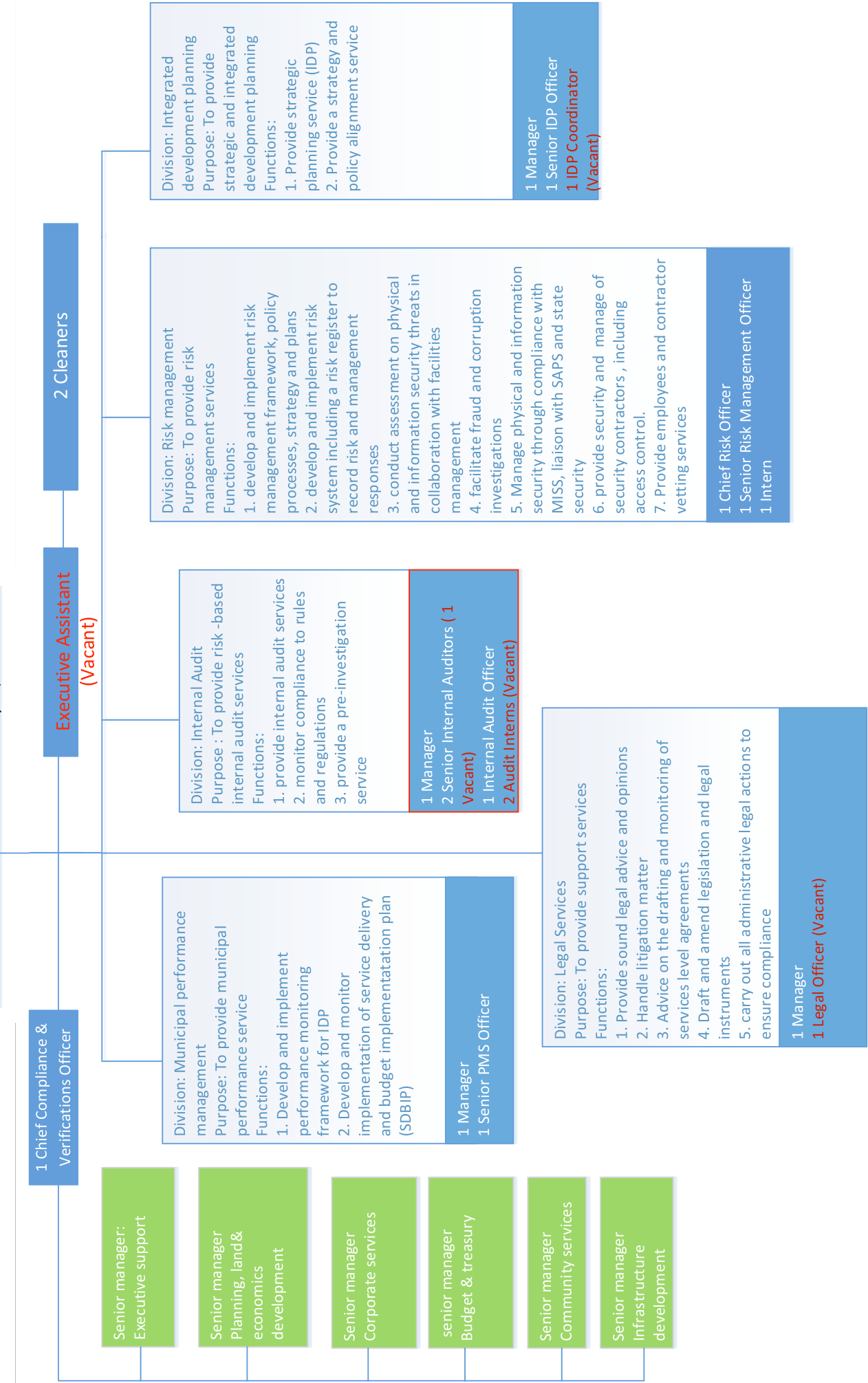
The applications of this framework will integrate processes and will furthermore offer both employee and institutional solutions in its application. It is thus designed to advance the total performance of the municipality. Local Government is challenged through legislation to implement a performance management system that will improve and enhance quality, effectiveness, and to improve efficient service delivery. This framework addresses these requirements and through the implementation of the system, will set out to achieve what is required and should be able to address client needs and expectations.

The real challenge of “delivering more with less” can only be achieved through the introduction of a total change in behaviour and commitment. Elias Motsoaledi Local Municipality is passionate and committed to change its operations.

ANNEXURE A: MUNICIPAL ORGANISATIONAL STRUCTURE

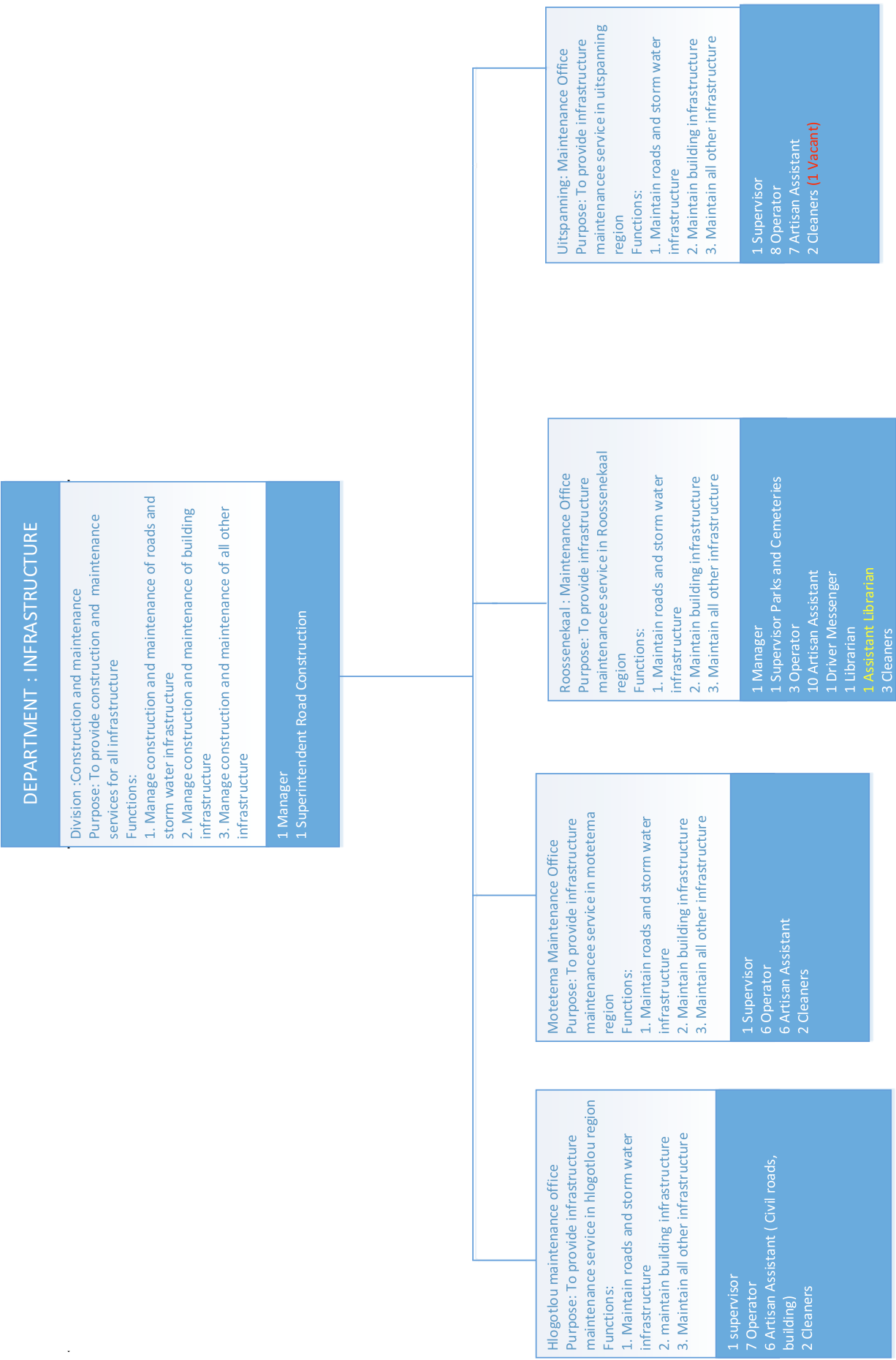


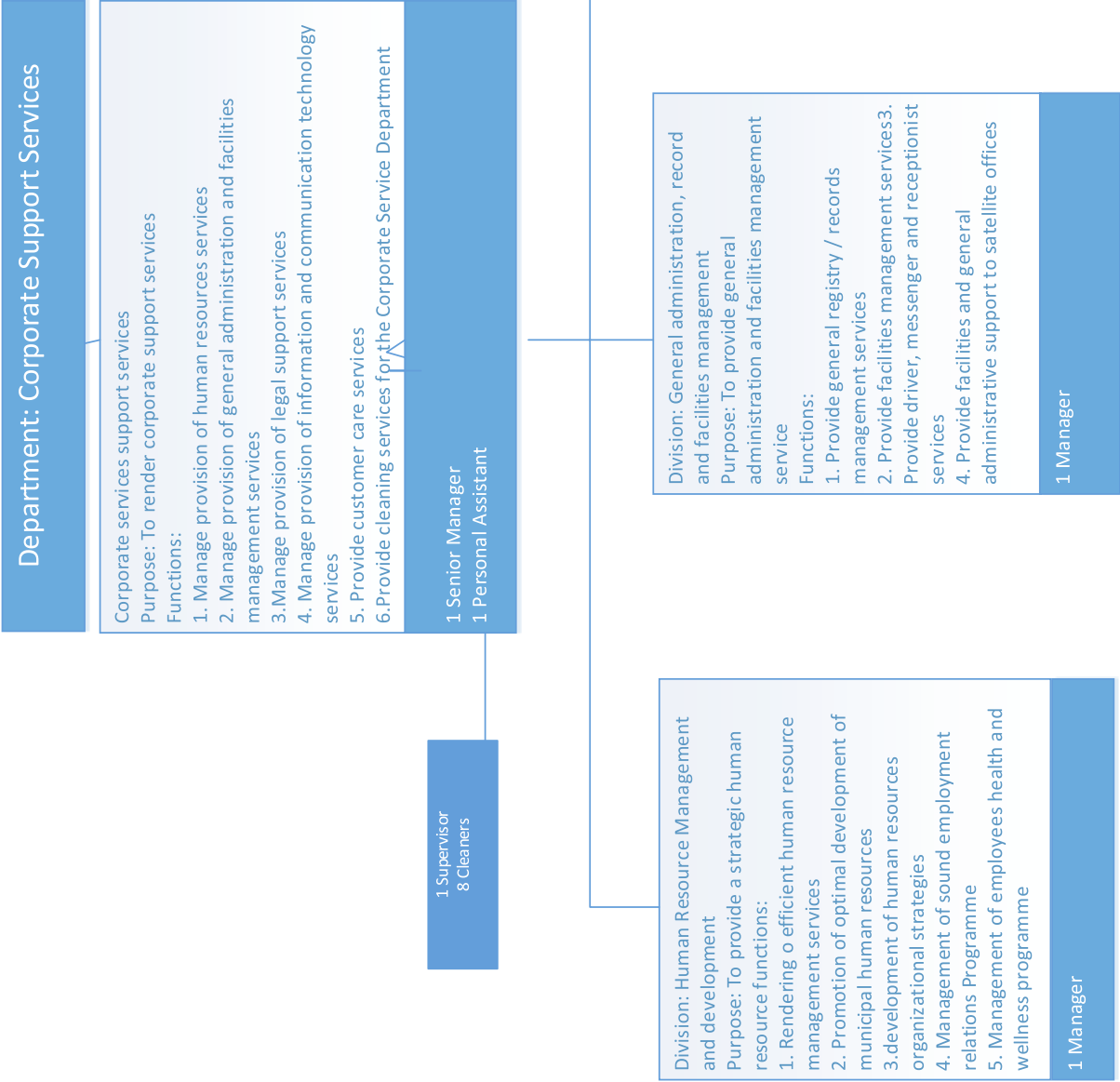
DEPARTMENT: MUNICIPAL MANAGER



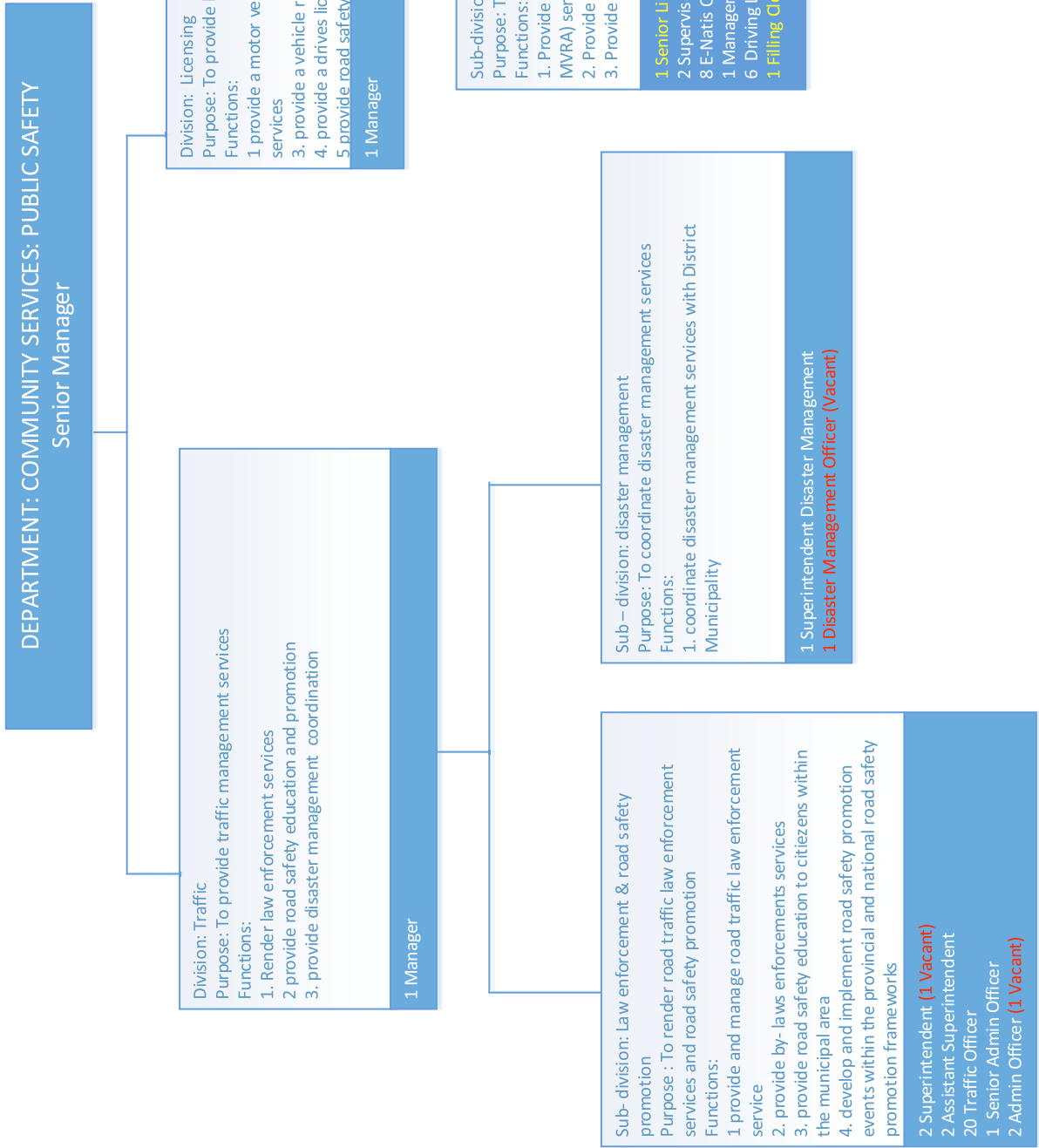
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